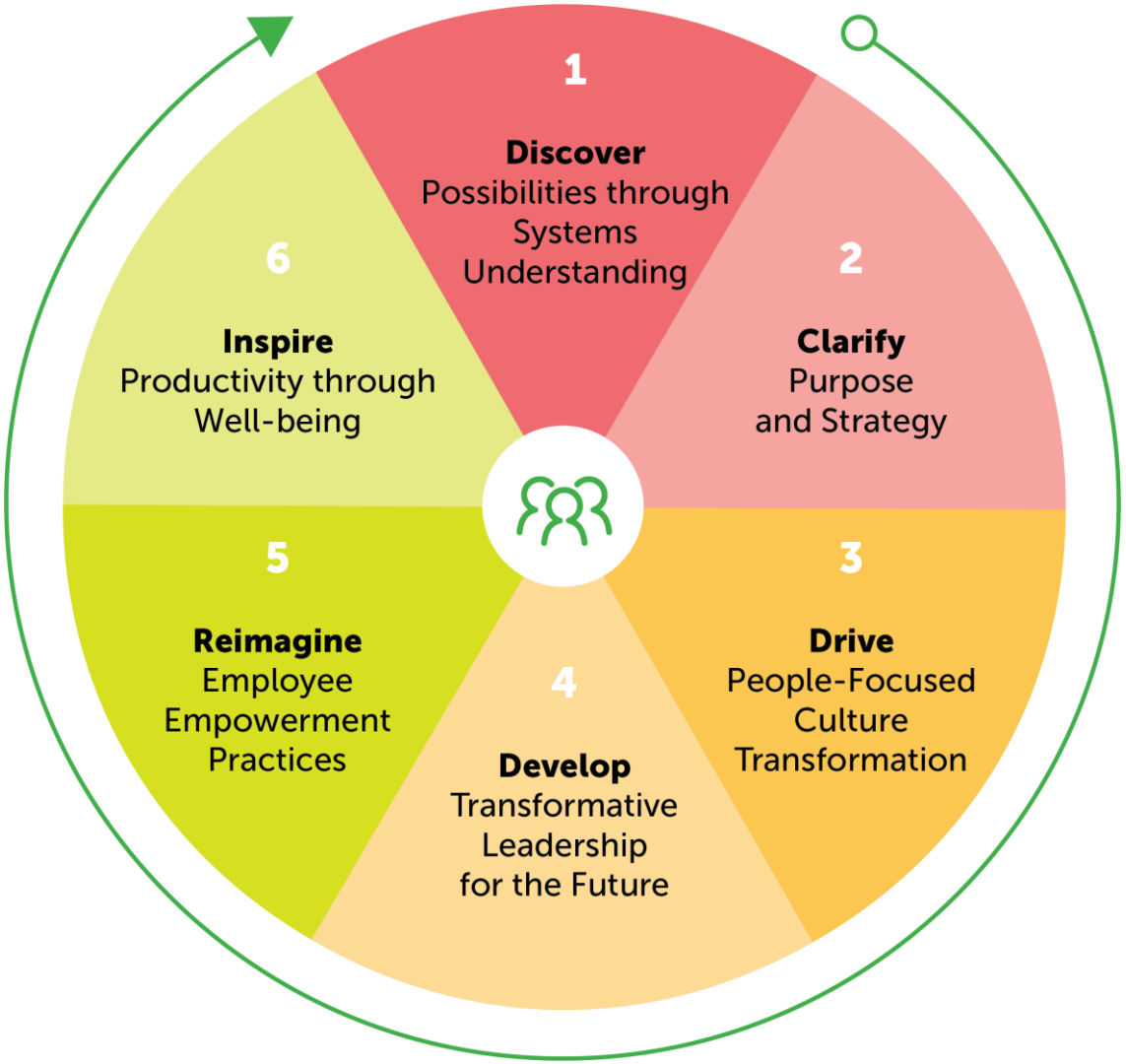
SESIL PIR CONSULTING | Changing the Status Quo of Work

Human-Centered Leadership

A New Set of Behaviors, Mindsets & Attributes for the 21st Century

Who Are We


1
Discover
Possibilities through
Systems
Understanding
2
Clarify
Purpose
and Strategy
3
Drive
People-Focused
Culture
Transformation
4
Develop
Transformative
Leadership
for the Future
5
Reimagine
Employee
Empowerment
Practices
6
Inspire
Productivity through
Well-being

Our Clients

amazon.com

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MediWound

RUAG

SABANCI

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ICARDA

Roche

adaQuest

ISB

NOVARTIS

Honeywell

ASDA

Deloitte.

NPH International

uğur
okulları

Cargill

Who I Am

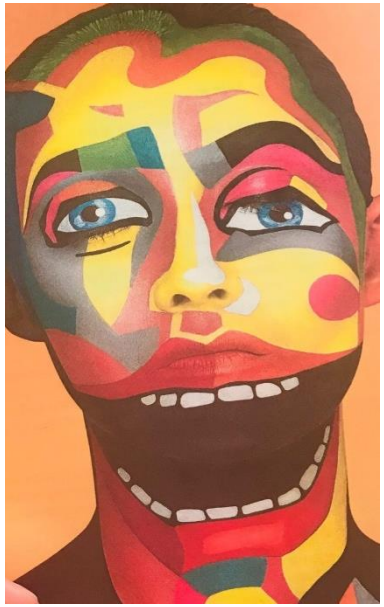
Agenda

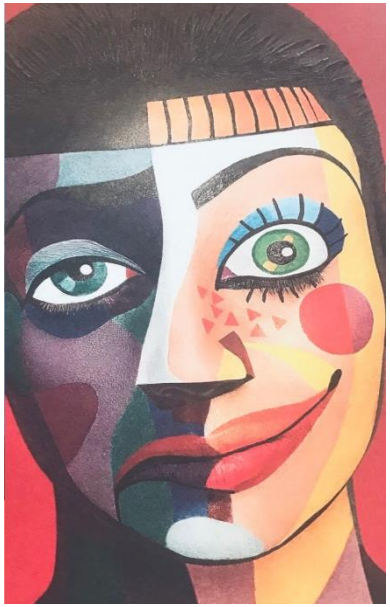
01 **Connecting with Your Experiences**

02 **Future of Work**

03 **Human-Centered Leadership (HCL)**

04 **HCL in Action**





Connecting with Your Experiences

Renée Smith

Director of Workplace Transformation
Results Washington
Office of the Governor

What we will do…

Find a partner.

Warm-Up Exercise

Actual Exercise:

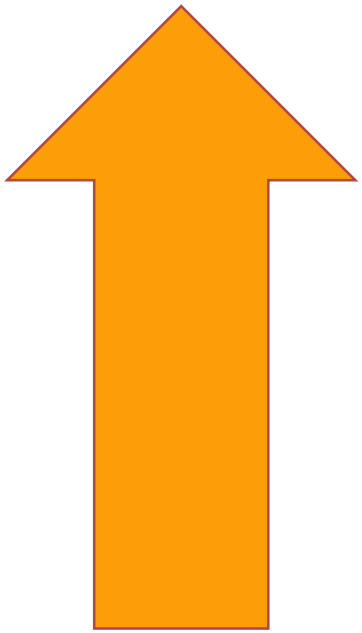
- **We describe a factor of one at a time.**
- **You will sit or stand to ID your experience.**
- **You share about your experience with your partner.**
- **Repeat for two other factors.**

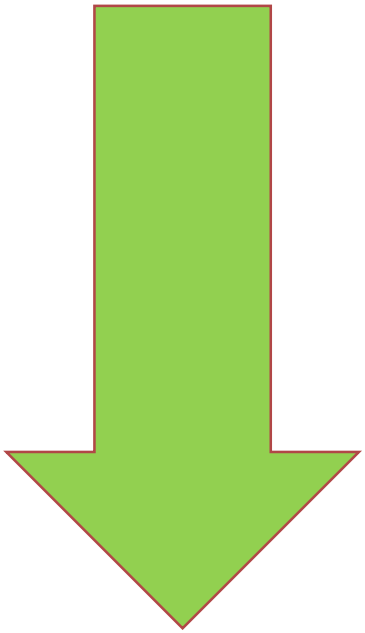
Find a partner.

Warm Ups: Sit or Stand to indicate your preference.

Do you prefer Dogs or Cats?

Stand for
DOGS

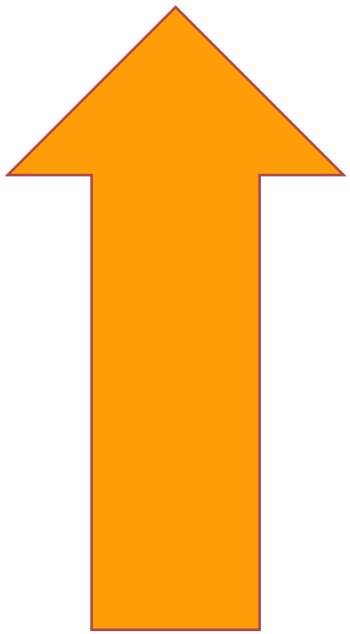


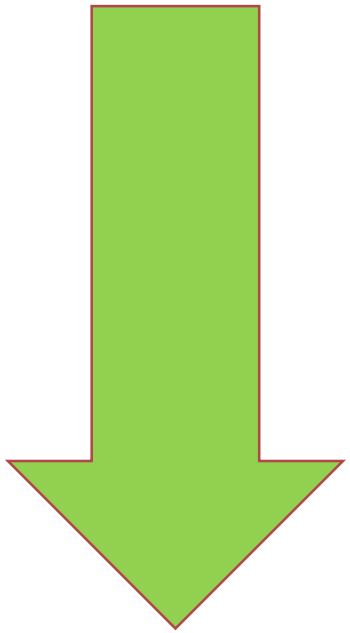


Sit for
CATS

Do you prefer to Call or Text?

Stand for CALL

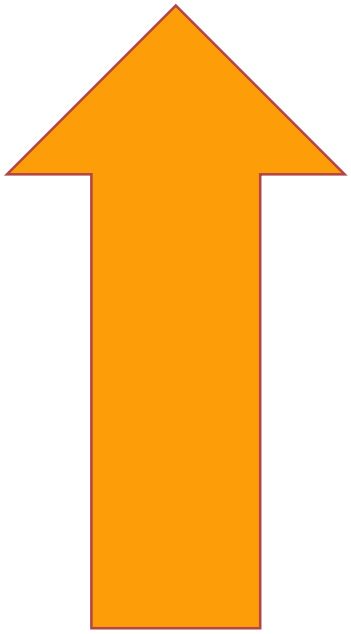


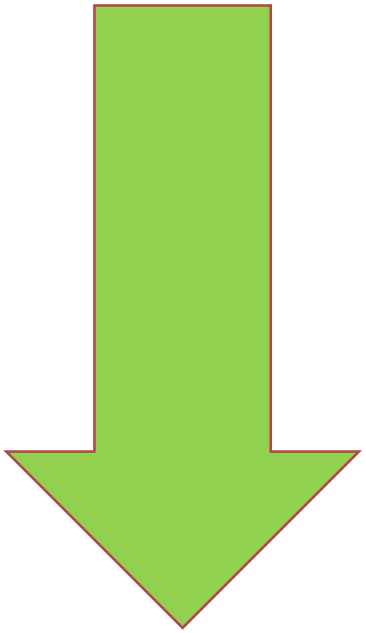


Sit for TEXT

Do you prefer Mountains or Ocean?

Stand for
MOUNTAINS

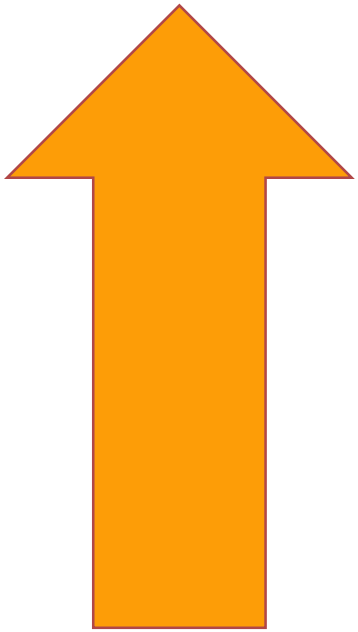


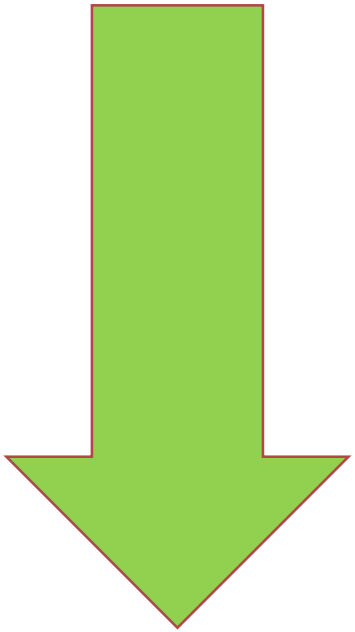


Sit for
OCEAN

Would you prefer NEW SHOES or NEW PHONE?

Stand for
NEW SHOES

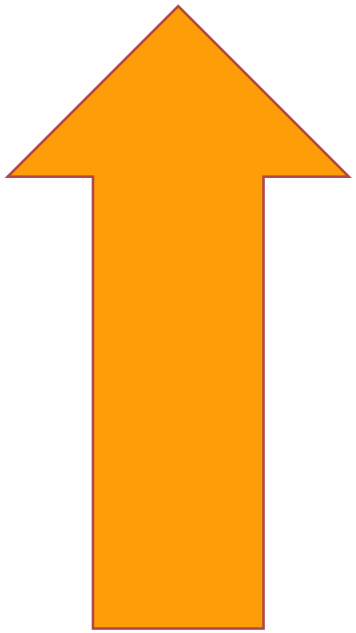


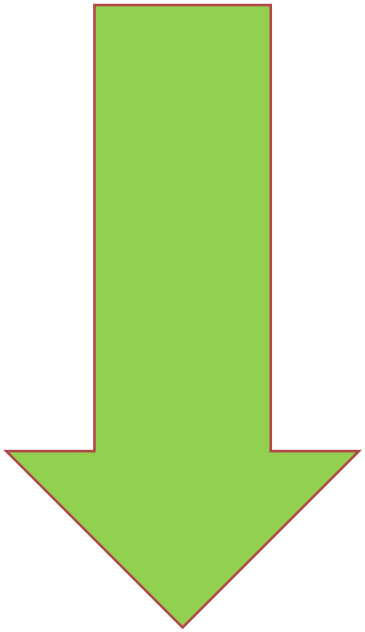


Sit for
NEW PHONE

Do you prefer to be the DRIVER OR PASSENGER?

Stand for DRIVER

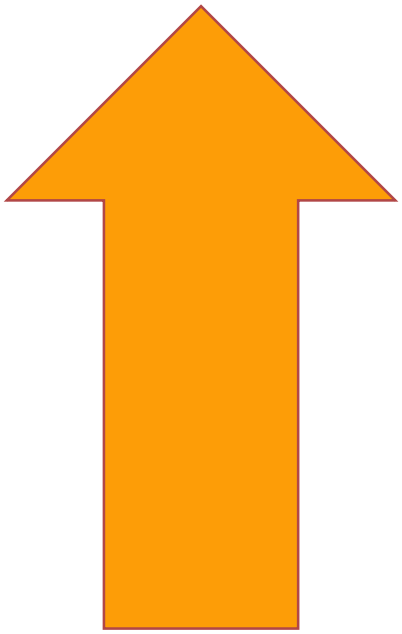


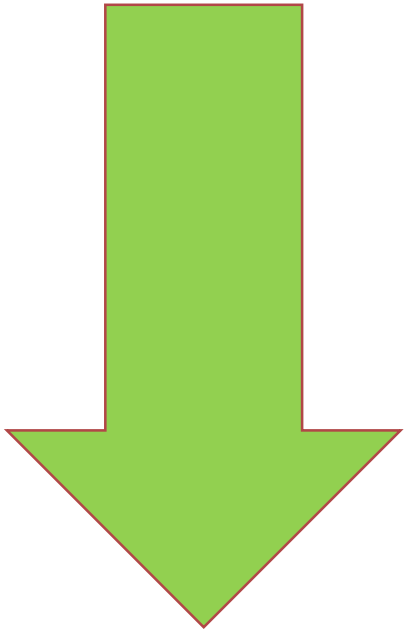


Sit for PASSENGER

Would you describe yourself as NEW TO LEAN or EXPERIENCED?

Stand for
NEW TO LEAN





Sit for
EXPERIENCED

Actual Exercise:

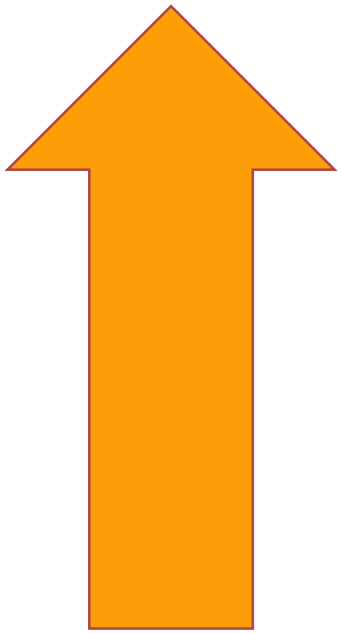
- Explain the key factor.
- Sit or stand for your experience.
- Describe your experience.

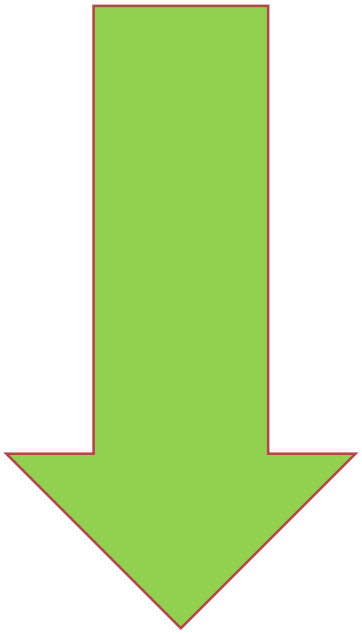
Factor 1: Social Support

Connection versus Loneliness

Was the last week at work, characterized by feeling LONELY OR CONNECTED?

Stand for
LONELY





Sit for
CONNECTED

Now, share with your partner about your experience of CONNECTION or LONELINESS last week.

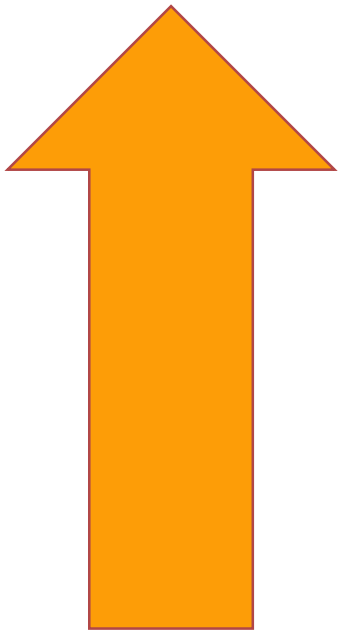
What impacts did this have?

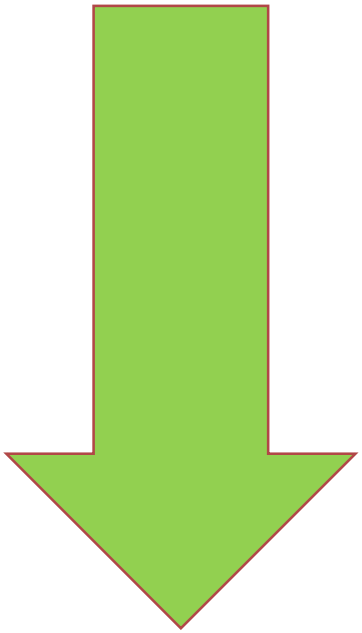
Factor 2: Well-Being

Calm versus Stressed Out

Was the last week at work characterized by feeling STRESSED OUT or CALM?

Stand for
STRESSED OUT





Sit for
CALM

Tell your partner about your experience of feeling STRESSED OUT or CALM last week.

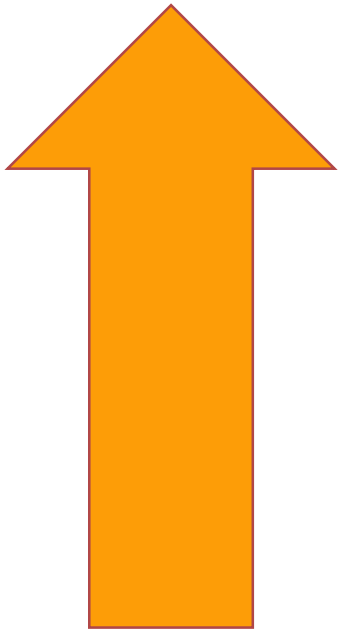
What impacts did this have?

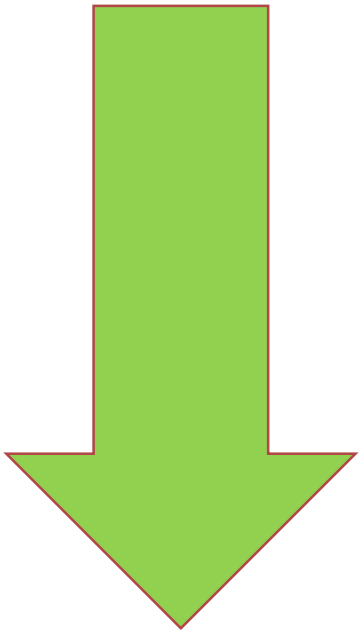
Factor 3: Attention

Distracted versus Living in the Moment

Last week at work were you mostly DISTRACTED or LIVING IN THE MOMENT?

Stand for
DISTRACTED





Sit for
LIVING IN THE MOMENT

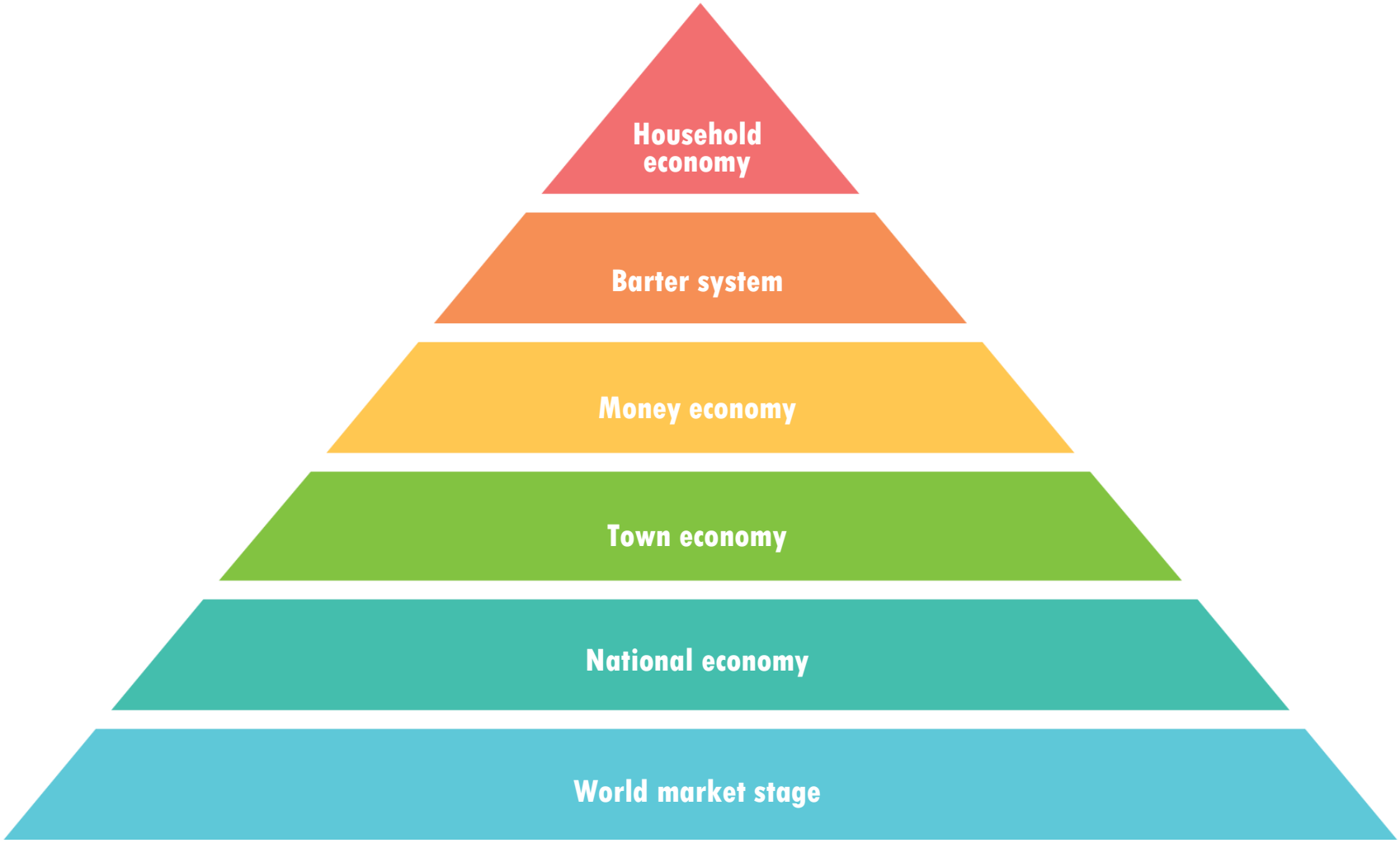
Tell your partner about your experience of BEING DISTRACTED or LIVING IN THE MOMENT last week.

What impacts did this have?

What stood out from your sharing?

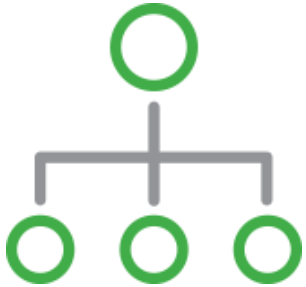
Future of Work

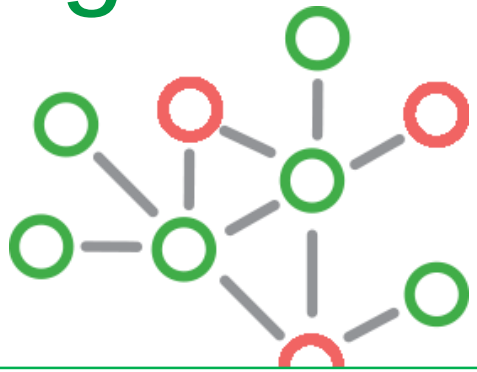
Business Evolution

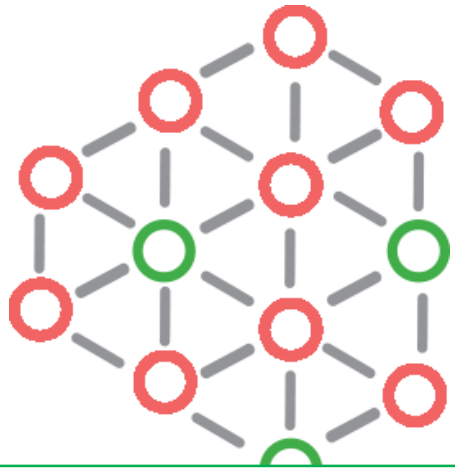


We Live in a Different Era

Three Strategies







Traditional

- Hierarchical structure
- Talent is limited and discretionary
- Organizational emphasis on traditional employee relationships
- Authoritative leadership

Strategic

- Semi-flexible structure
- Talent is core
- Expansive use of agile talent to augment internal strategic work
- Less authoritative leadership

+50%

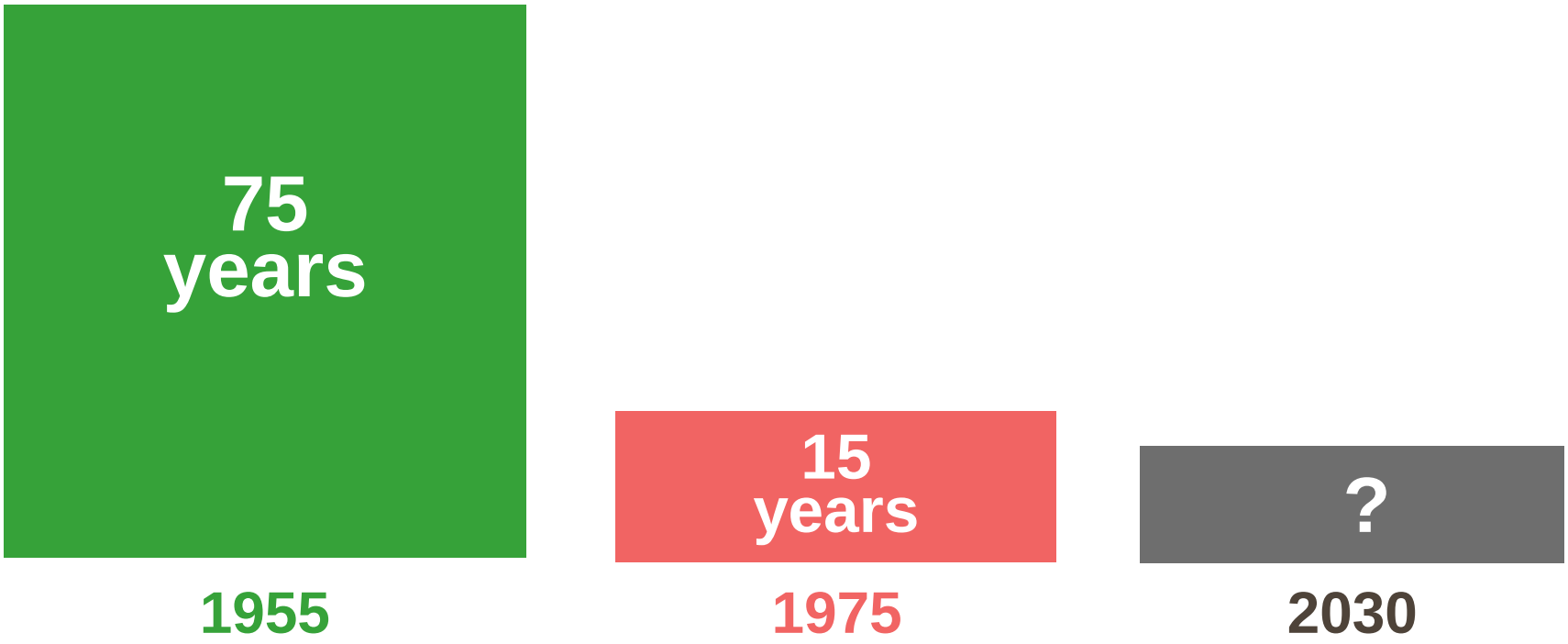
Transformative

- Agile structure
- Talent is base
- Organization is assembled from agile talents
- New age leadership and employee empowerment

Note. Agile Talent Collaborative, 2015

Disrupt or Be Disrupted

In the last 15 years, 52% of the Fortune 500 companies have disappeared



Fourth Industrial Revolution

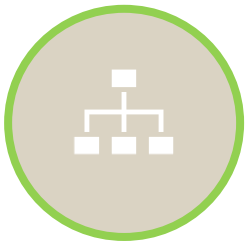
Forces of Change

1. Digitalization
2. Democratization
3. Globalization

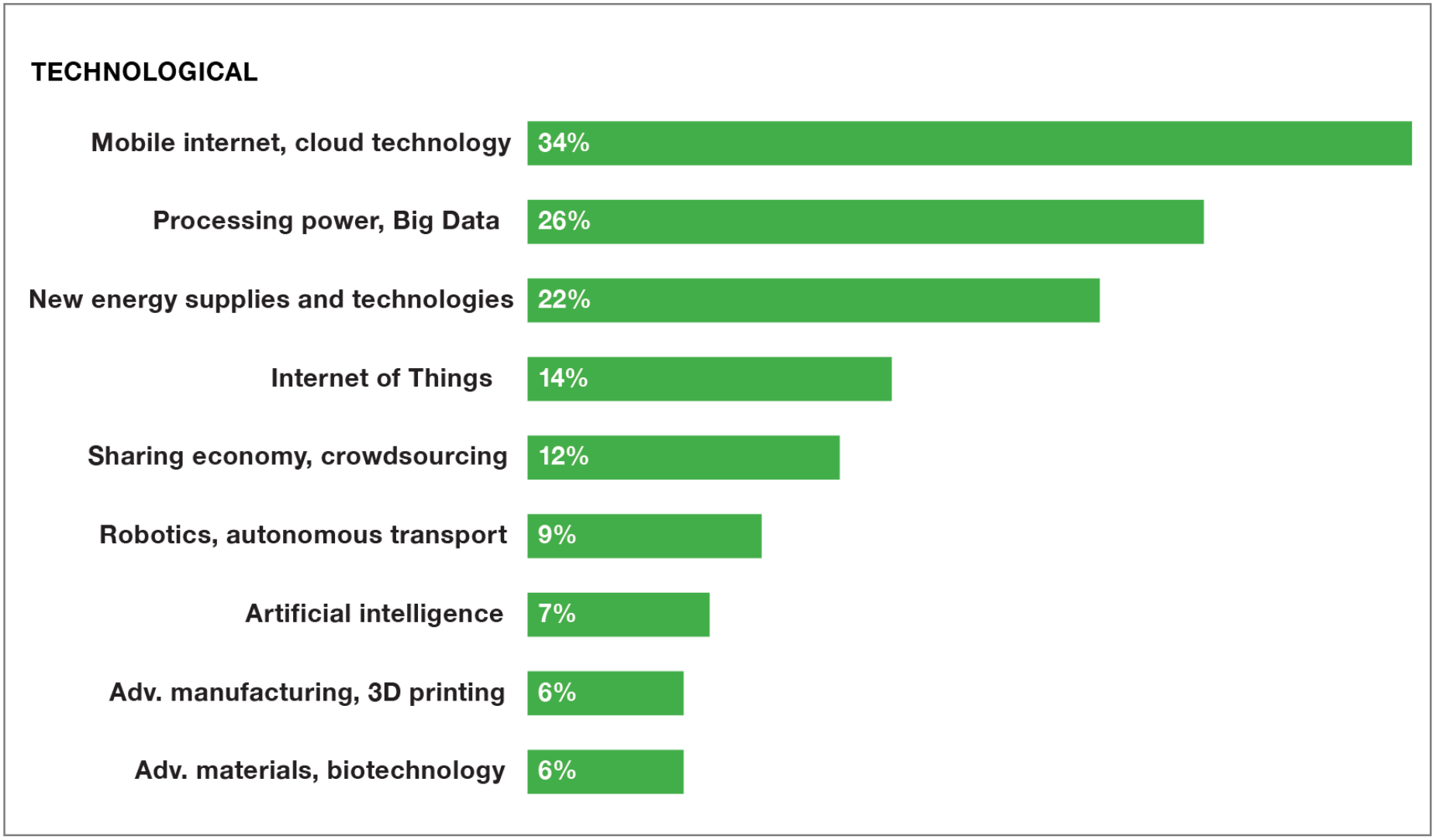
Work Experience Redefined

1. Reengineering Work
2. Transforming the Workforce
3. Rethinking Leadership
4. Redesigning Workspace(s)

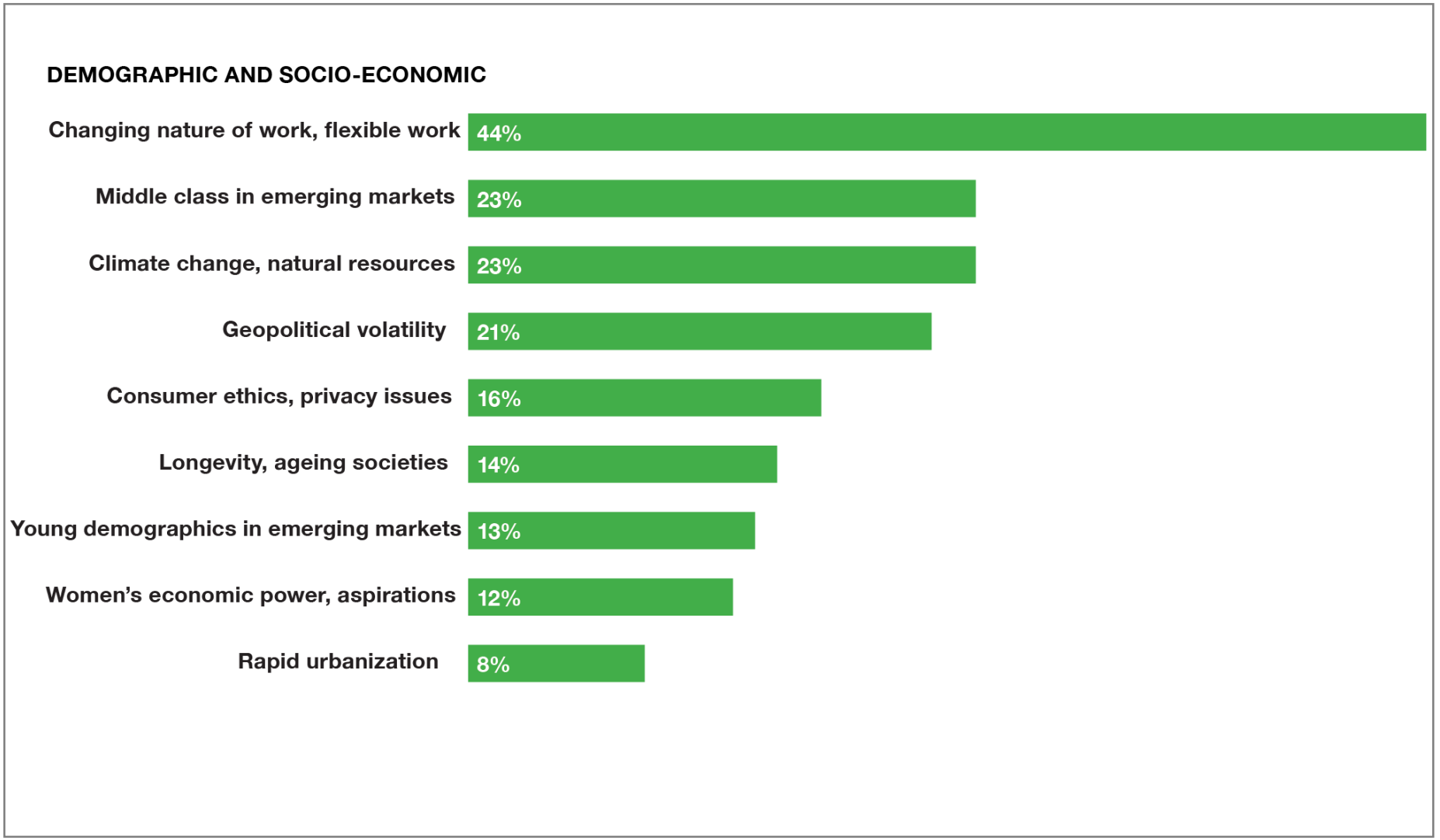
Implications



1. Digitalization

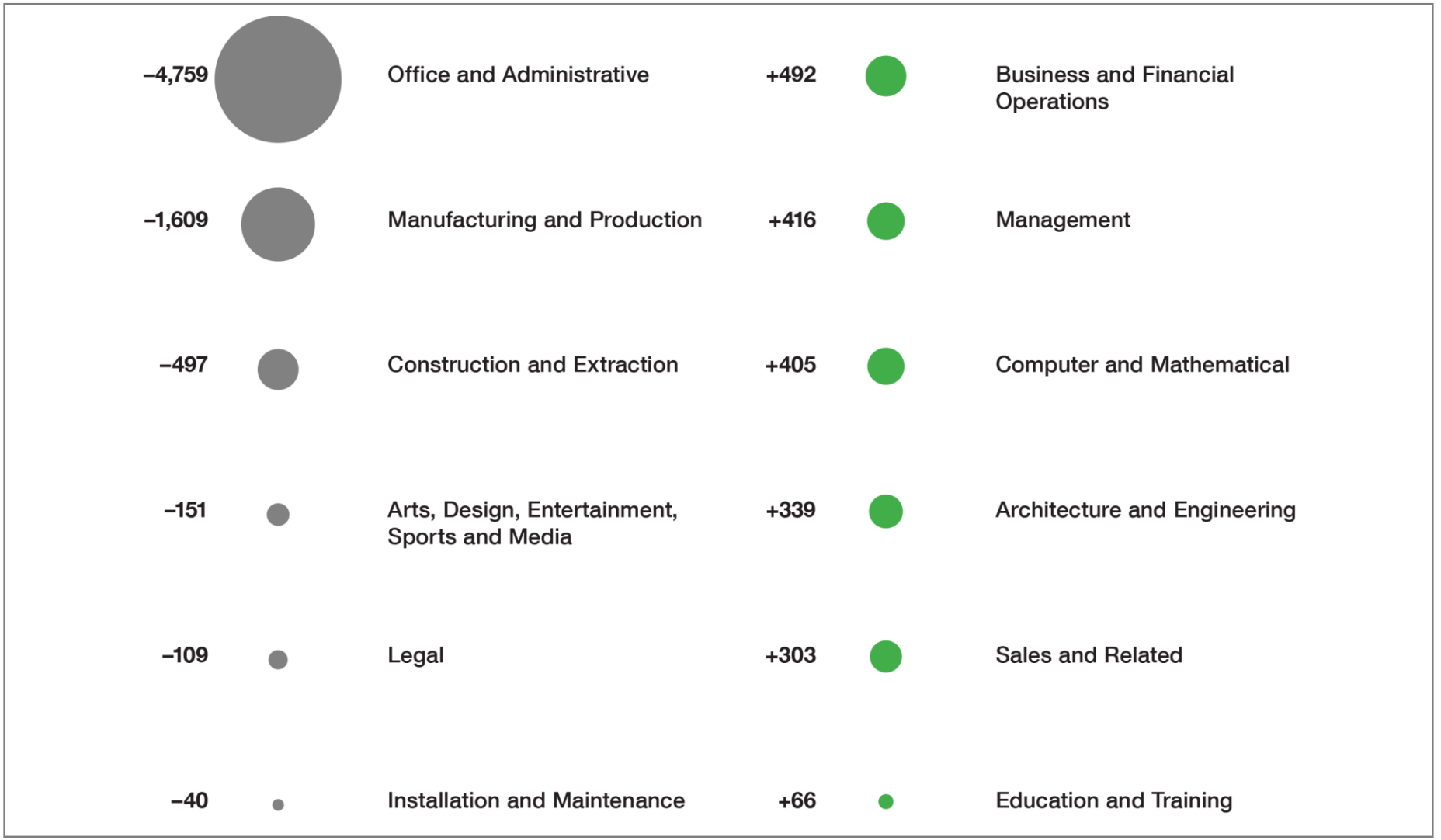


2. Democratization

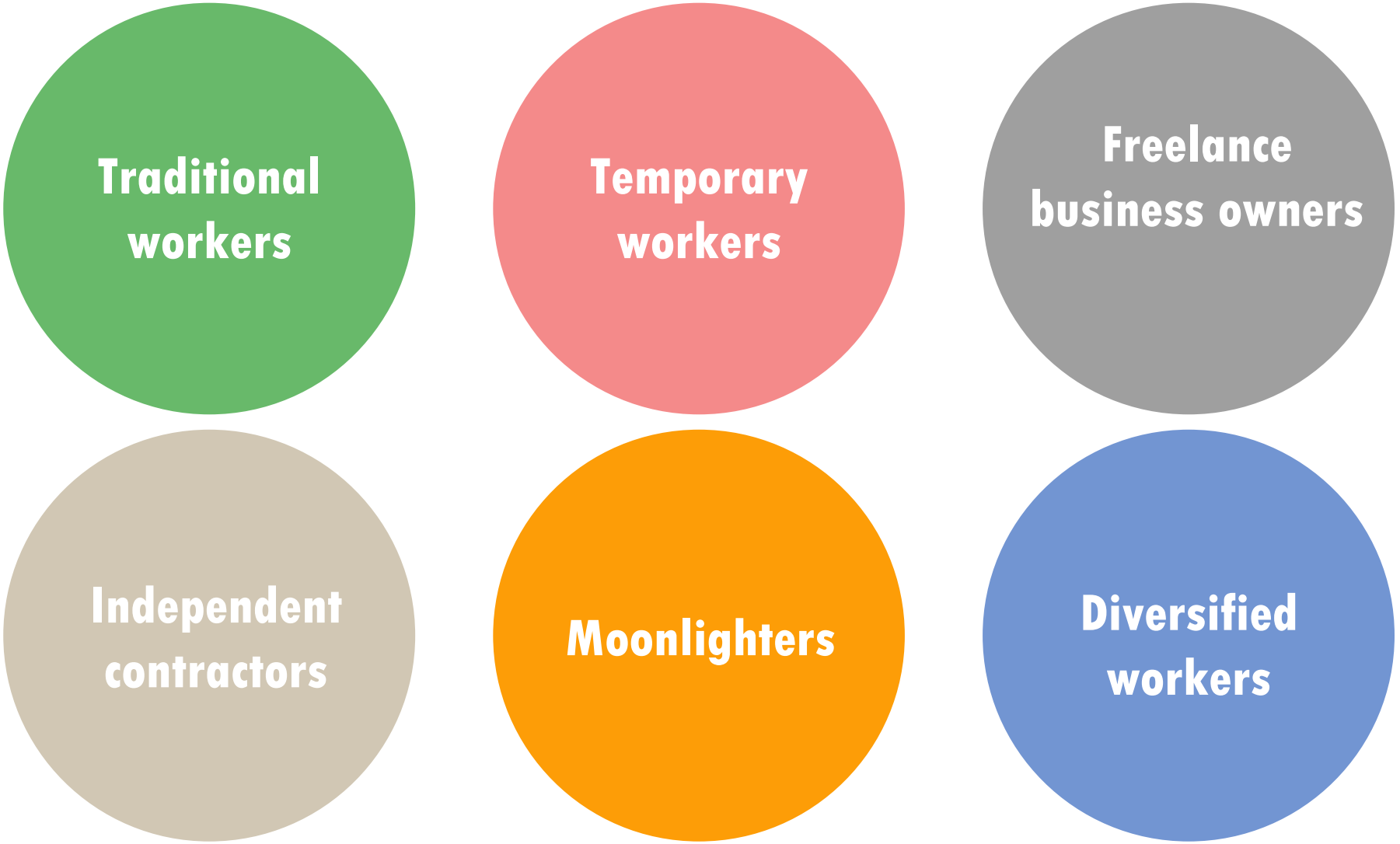


Shifting Demographics

3. Globalization



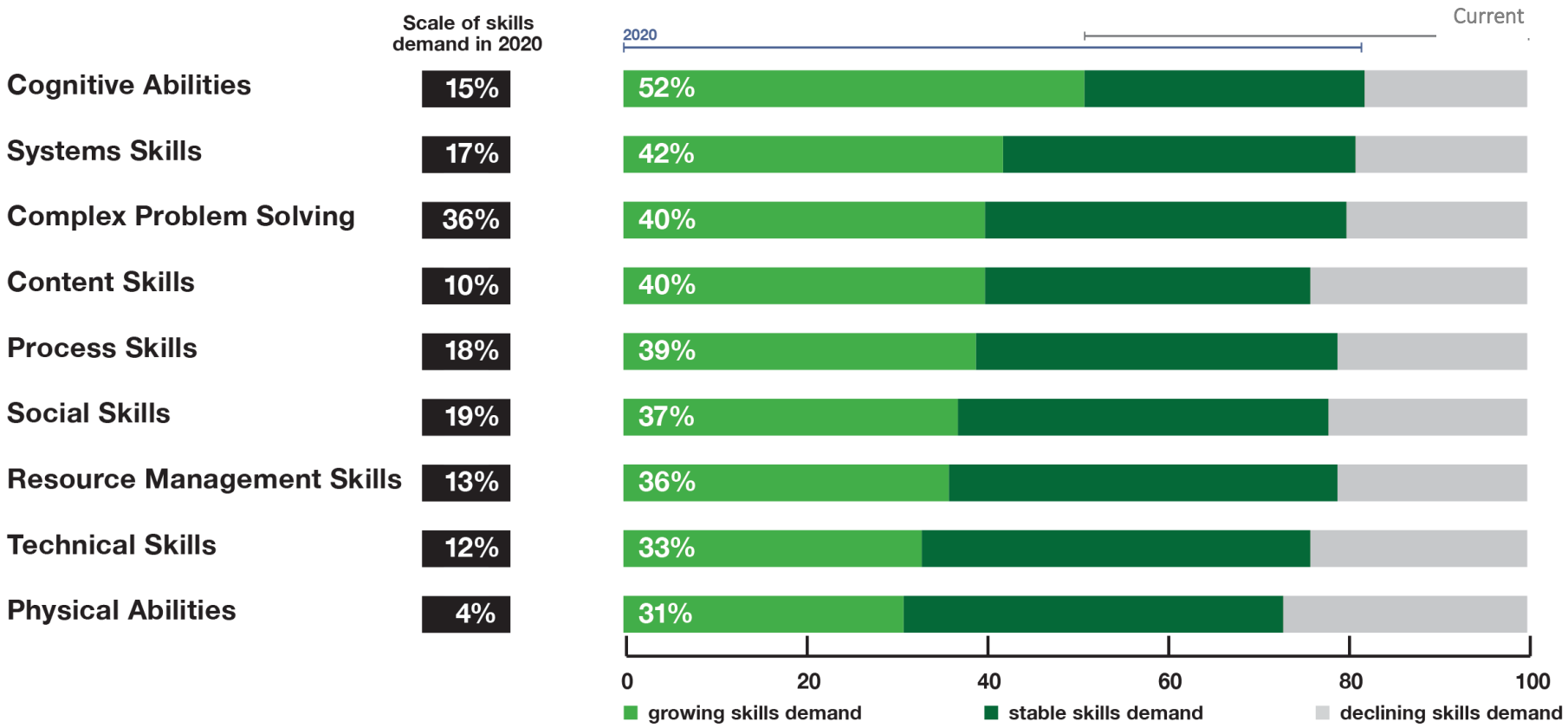
New Groups of Workers



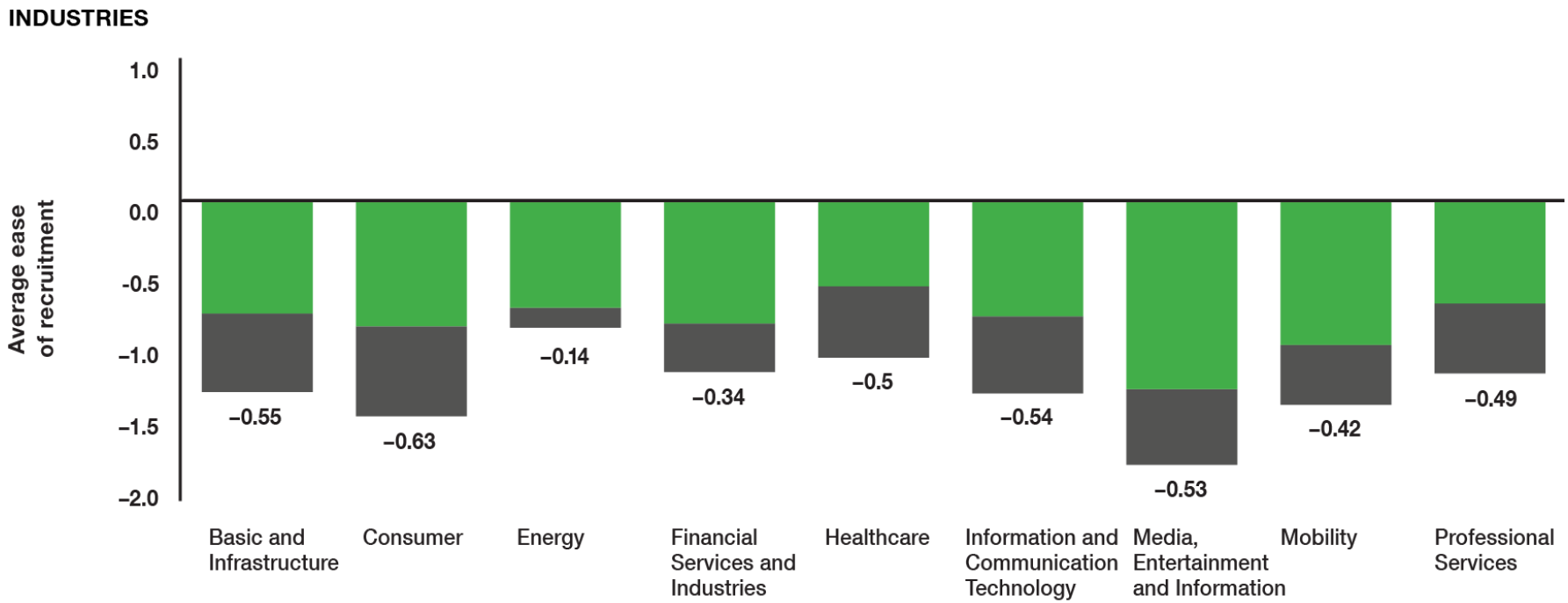
Challenges

Decent Jobs:
Rise of Automation

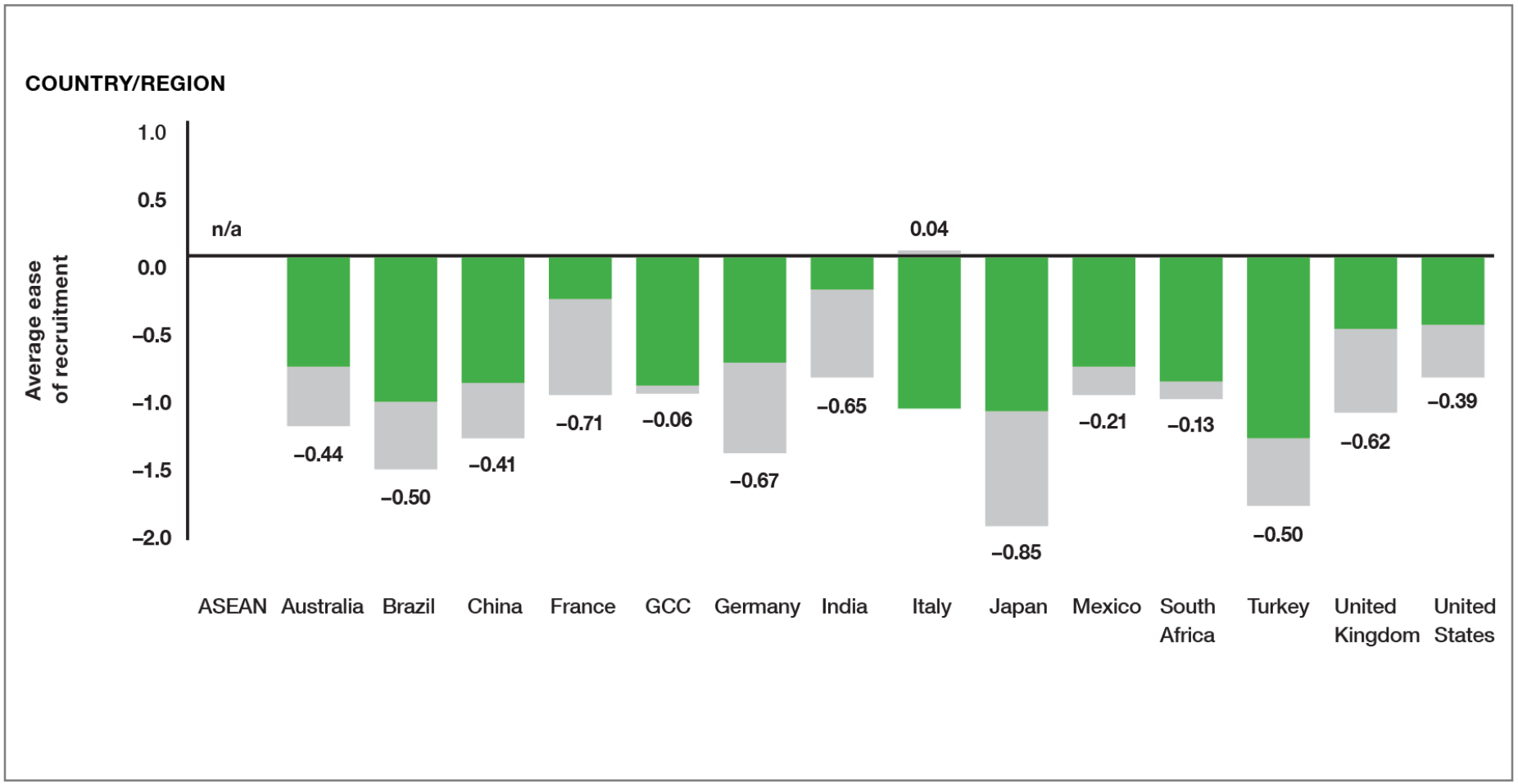
Decent Jobs: Scale of Skills



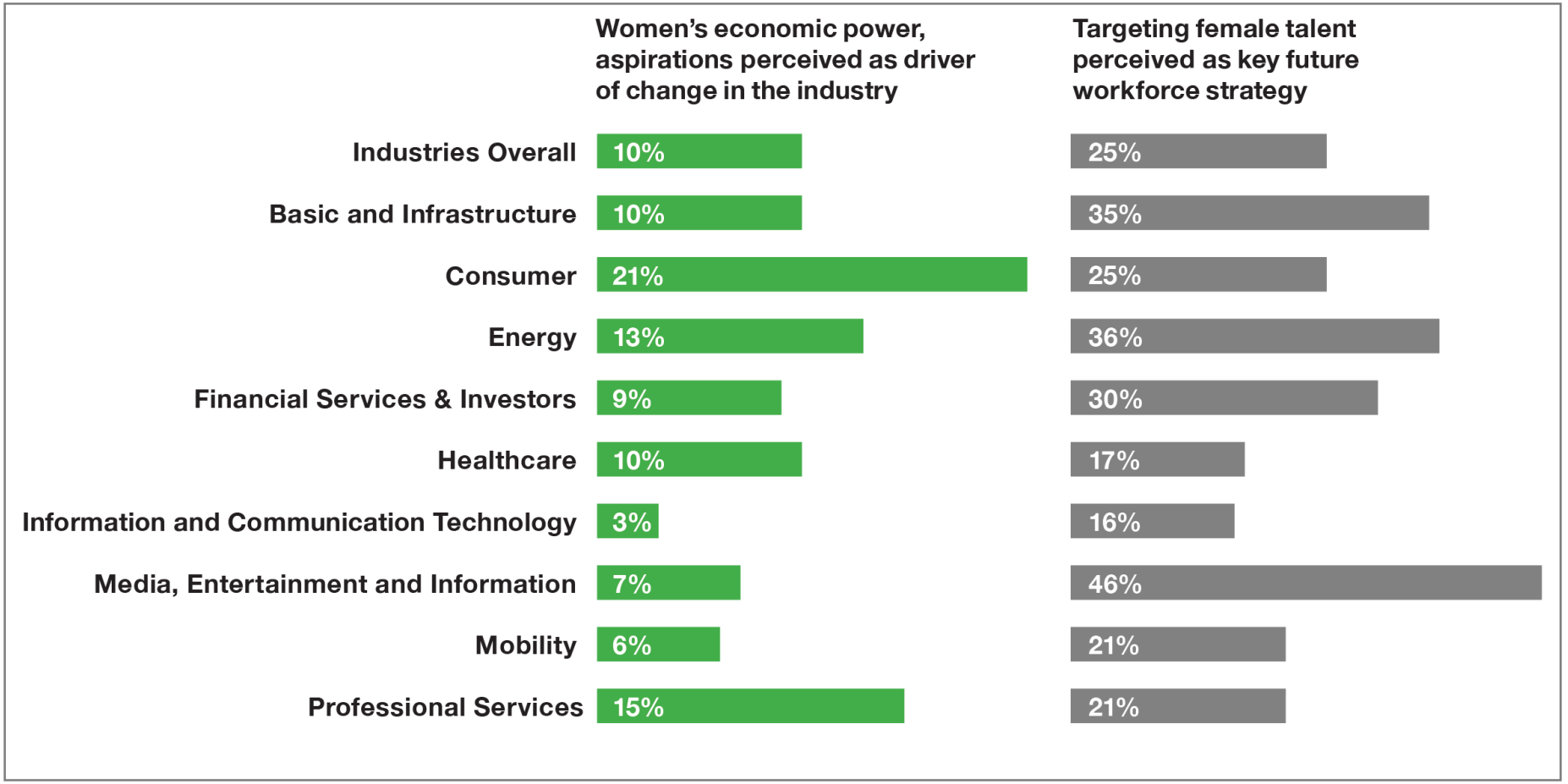
Decent Jobs:
Talent Sourcing by Industry



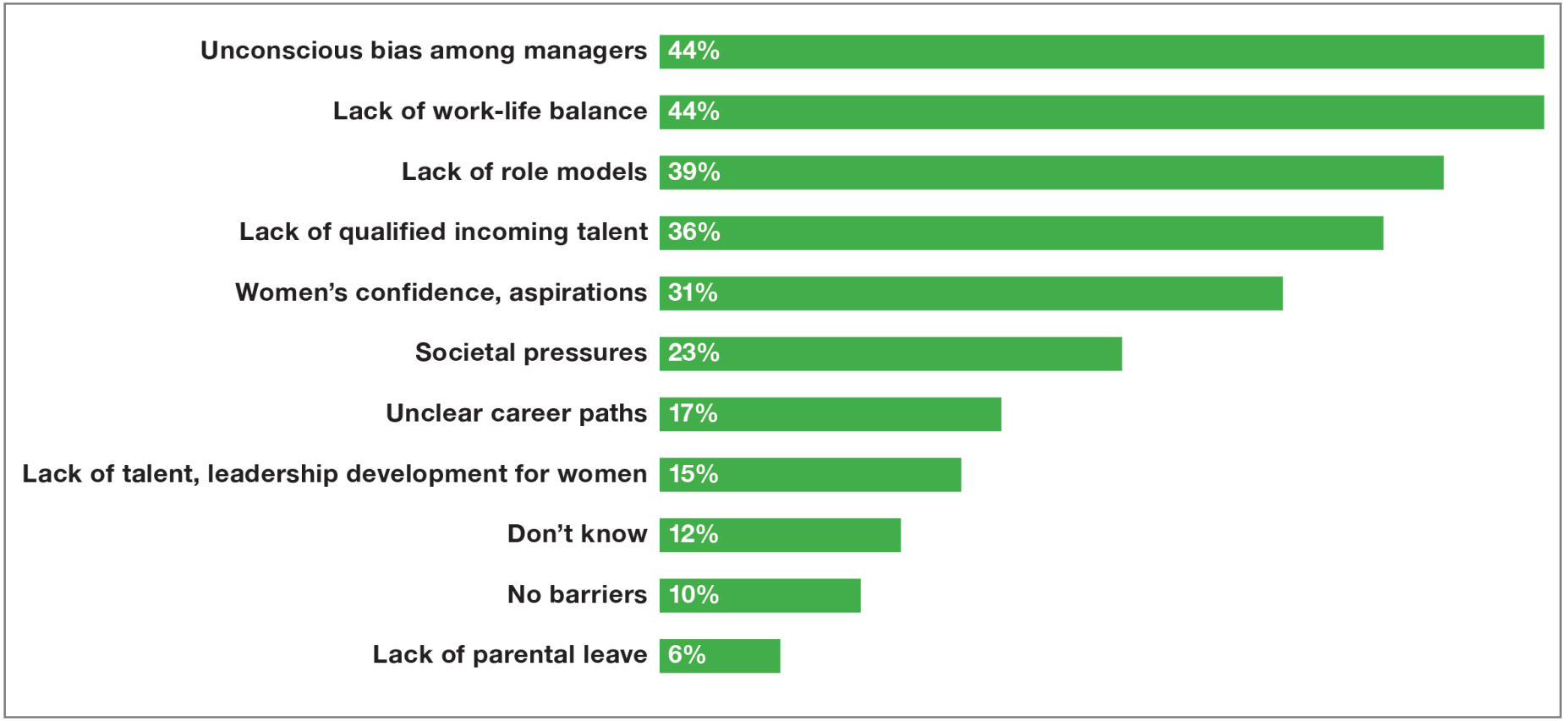
Decent Jobs:
Talent Sourcing by Region



Decent Jobs: Gender Gap



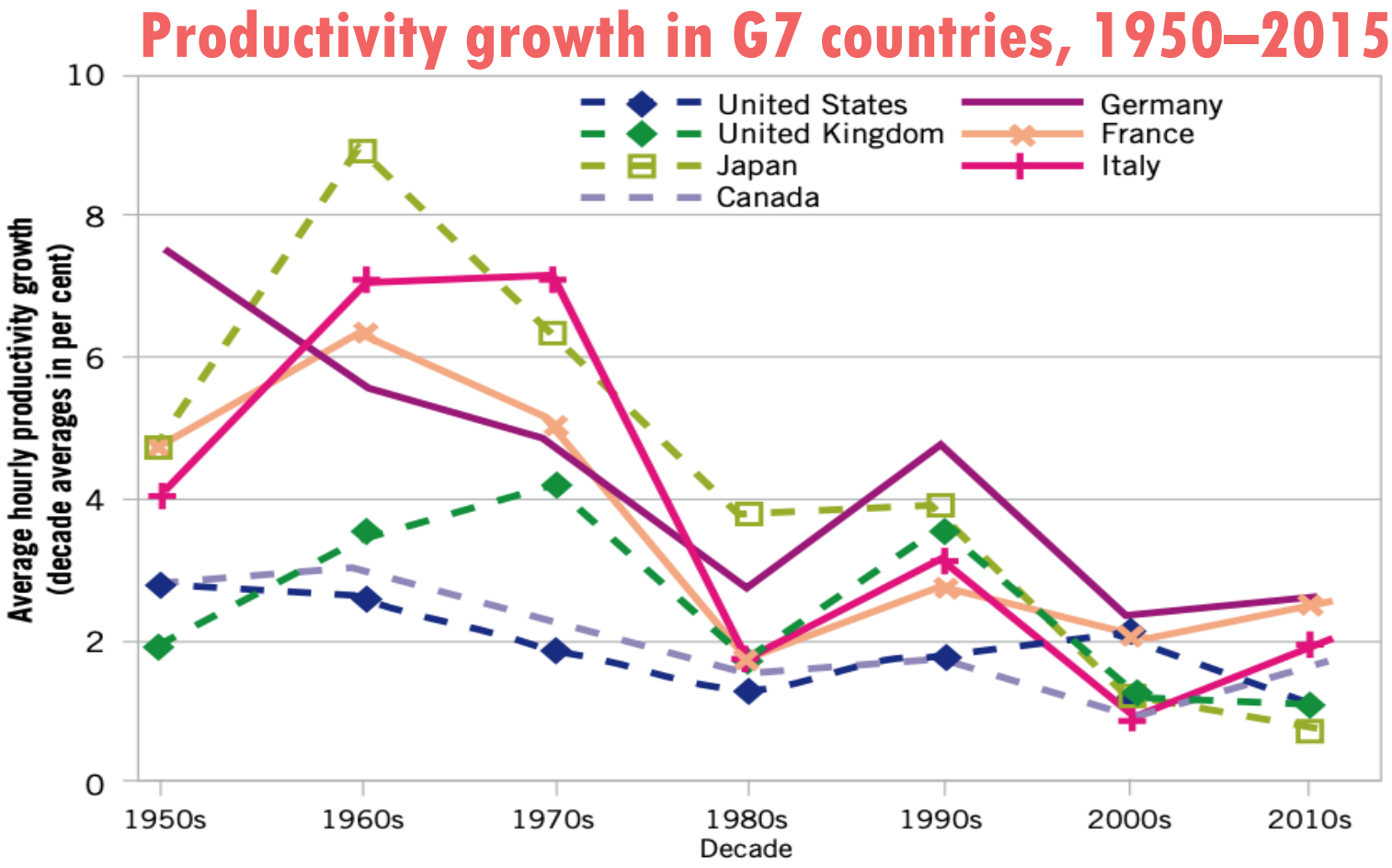
Decent Jobs: Leadership & Development



Shift to…

Hierarchy	Network & Relationship
Competing for share	Creating new market
Function-based work	Project-based work
Org-centric	People-centric
Command & Control	Trust-based
Work-life balance	Life balance
Security	Flexibility

Despite Investments



Source: Penn World Tables version 9, available at https://www.rug.nl/ggdc/productivity/pwt/ authors' calculations

Workplace Statistics

~48%
of people feeling ‘unsatisfied’ at work
CONFERENCE BOARD

~32%
of US workers are engaged vs. ~13% of global workforce
GALLUP

~10%
are concerned about an individual at work they fear could become violent
AMERICAN WORKPLACE

~40%
of workers reported their job was very or extremely stressful
NIOSH

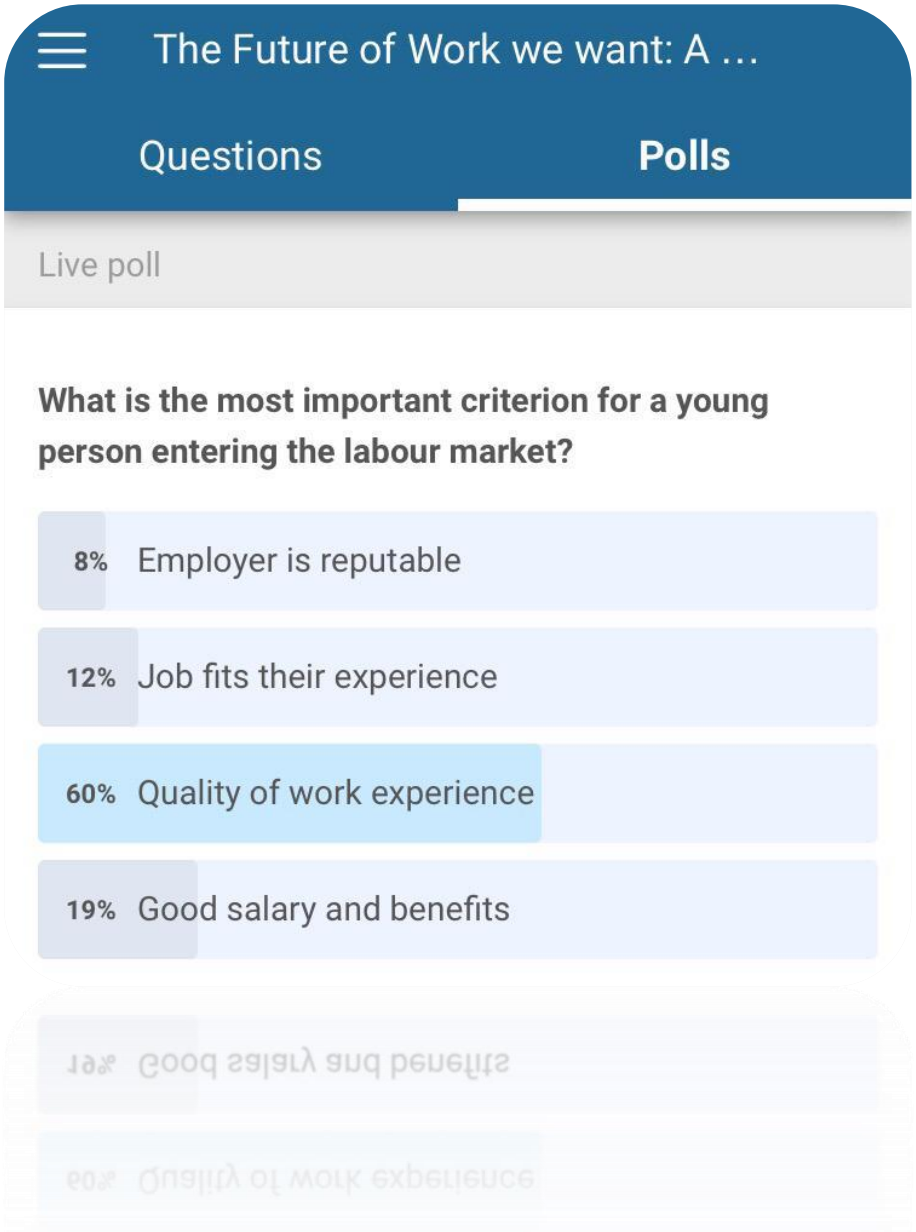
4x
Young workers job insecurity or unemployment compared to elders
WORLD BANK

~10%
of the world’s population lives on less than $2 per day
WORLD BANK

~9.5 million
People in the United States work full time and still fall under the poverty line
US BUREAU OF LABOR STATISTICS

Gender pay gap is to close by
2186
WEF

What Do New Generations Expect?



A Meaningful Experience

Facing the Sun

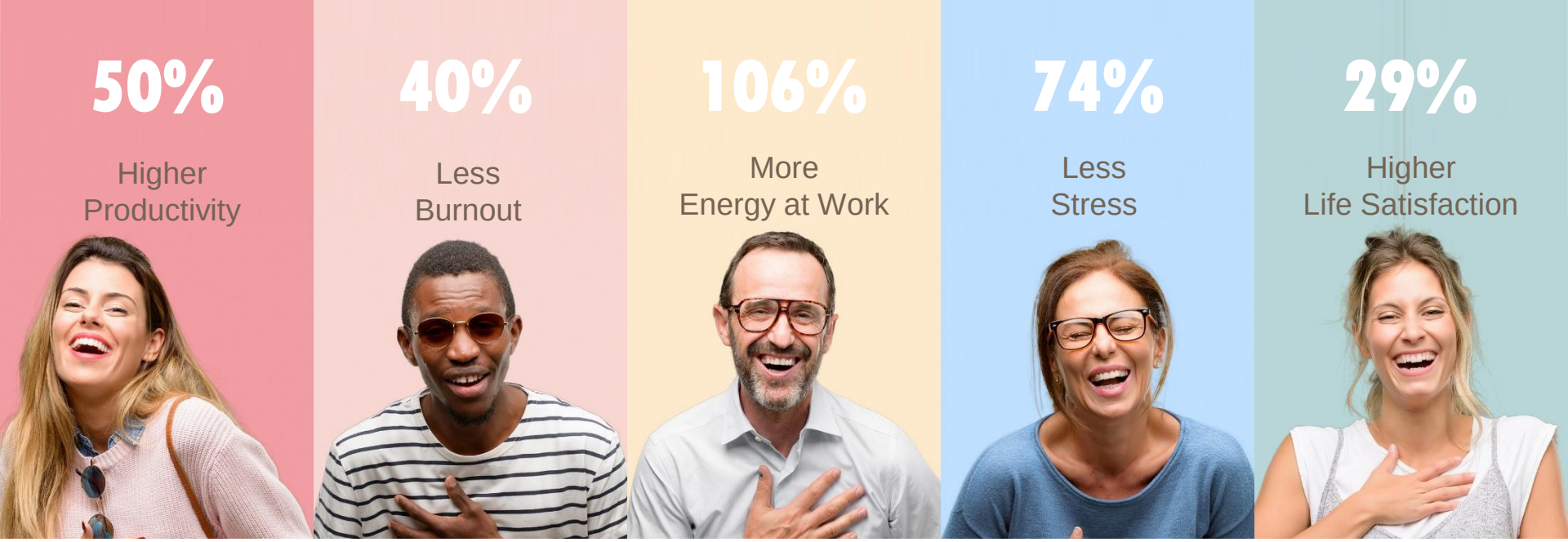
In Your Tables

- **What changes are you noticing in your work during this time of transition?**
- **What are some key opportunities jumping at you?**
- **What are some key challenges?**

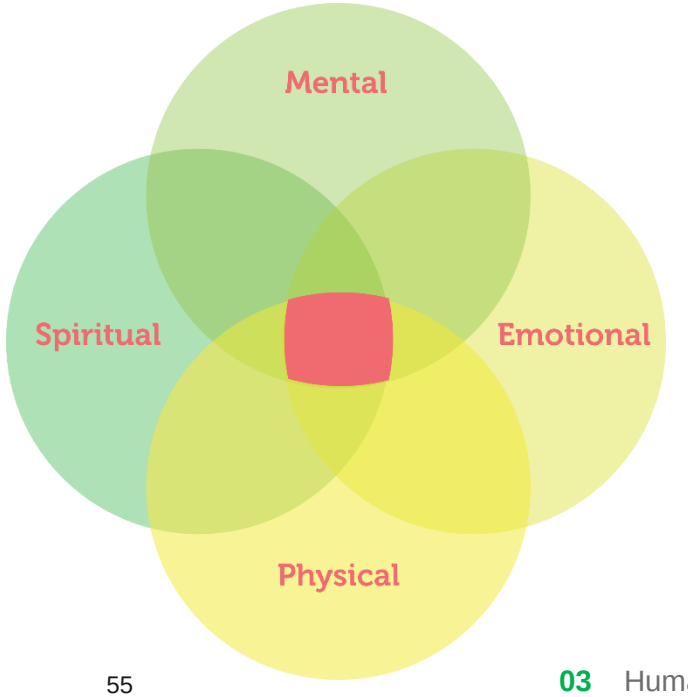
10 Minute Break

Human Centered Leadership

Critical indicators
that make sustainable
transformation and growth
a possibility!



When Individuals Thrive...



When Organizations Thrive...

Authentic Self

I belong

I can be my authentic self

I can connect to my purpose

Uplift Individual AND Collective

Collaboration happens naturally

People connect to their purpose

Innovation abounds

Results Follow

Results increase

Organization is more productive

Business becomes sustainable

How We Choose to Show Up Drives Outcome

Main Findings

Adaptability + Resilience = Sustainable growth

Behaviors

- Leaders sit in many chairs
- Leaders lead themselves
- Leaders lead for head, heart, hand
- Leaders lead for connection
- Leaders lead with growth

Mindsets

Caring, Abundance, Wellbeing… , Growth

Core human attributes

Purpose, Courage, … Mastery

Which behaviors enable growth?

Behaviors

Leaders sit in many chairs.

Leaders lead themselves first.

Leaders lead for head, heart and hands.

Leaders lead for connection.

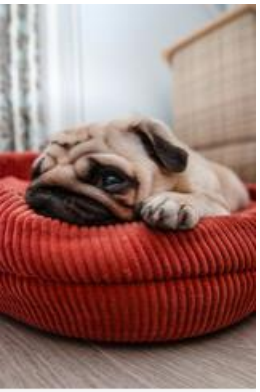
Leaders lead with growth.

What Causes Behavior Change?

Information

Inattentional blindness:

- “I can’t hear you”
- “I hear you but I don’t believe you”



Confirmation bias

- “I believe you but I can’t/ won’t do anything about it”

Overwhelm

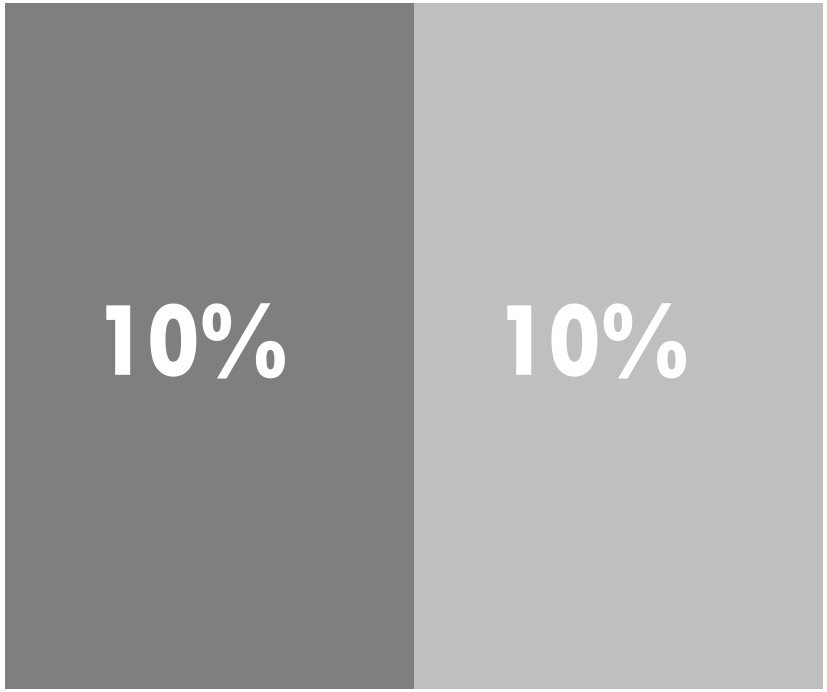
Despair

Learned helplessness

Apathy

….

What Causes Behavior Change?



Information

Motivation

- **Reason or badger**
- **Convey the urgency**
- **Elicit compassion**

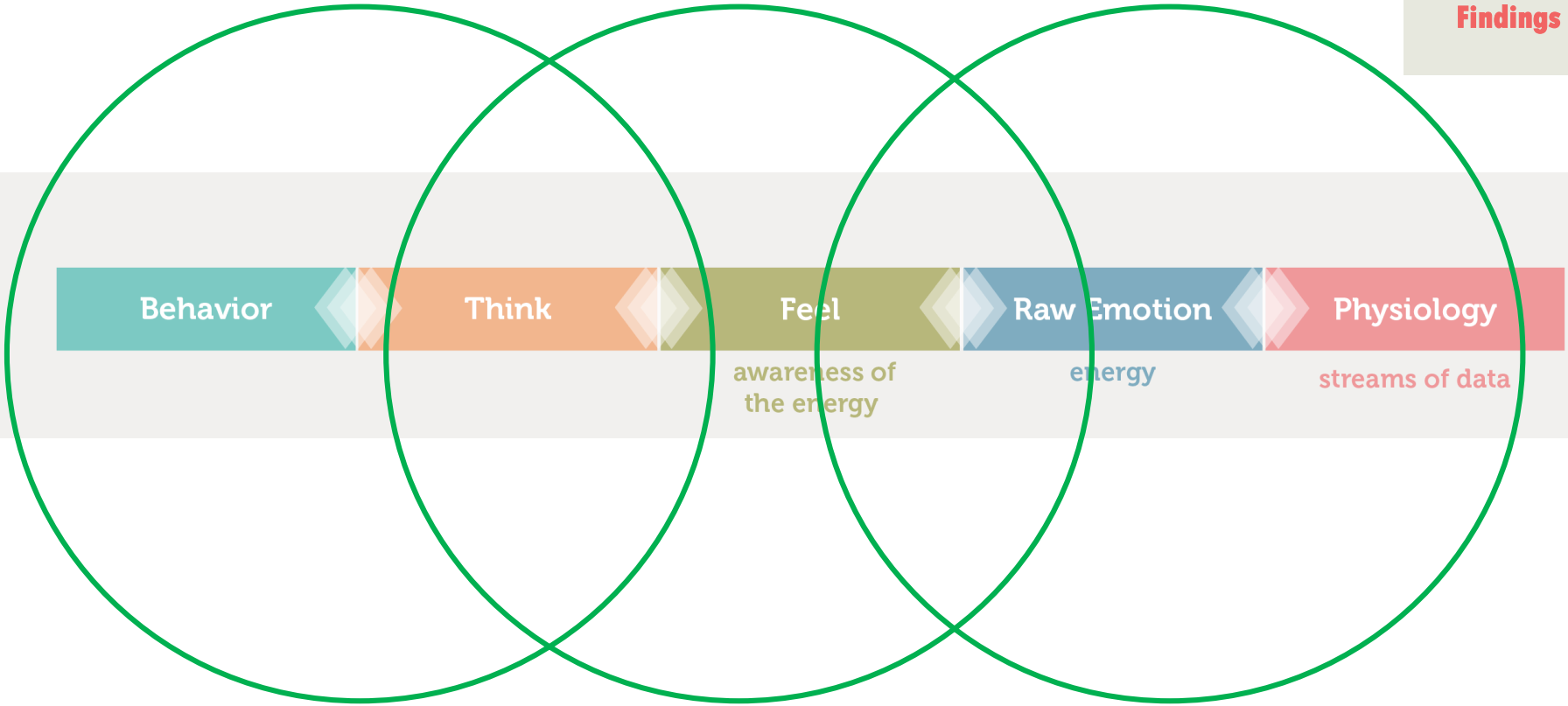
Temporary

Paradoxical increase in defense

Superficial changes

….

What Causes Behavior Change?


Behavior
Think
Feel
Raw Emotion
Physiology
awareness of the energy
energy
streams of data
Behavior
Perspective
Sense of self

Which mindsets support these behaviors?

Mindsets

Main Findings

- Caring (over control)
- Abundance (over scarcity)
- Wellbeing or Benefit (over welfare)
- Productive (over defensive)
- Interconnectedness (over self-orientation)
- Collective (over individual)
- On-going learning (over fixed)
- Practice (over action)

Mindsets

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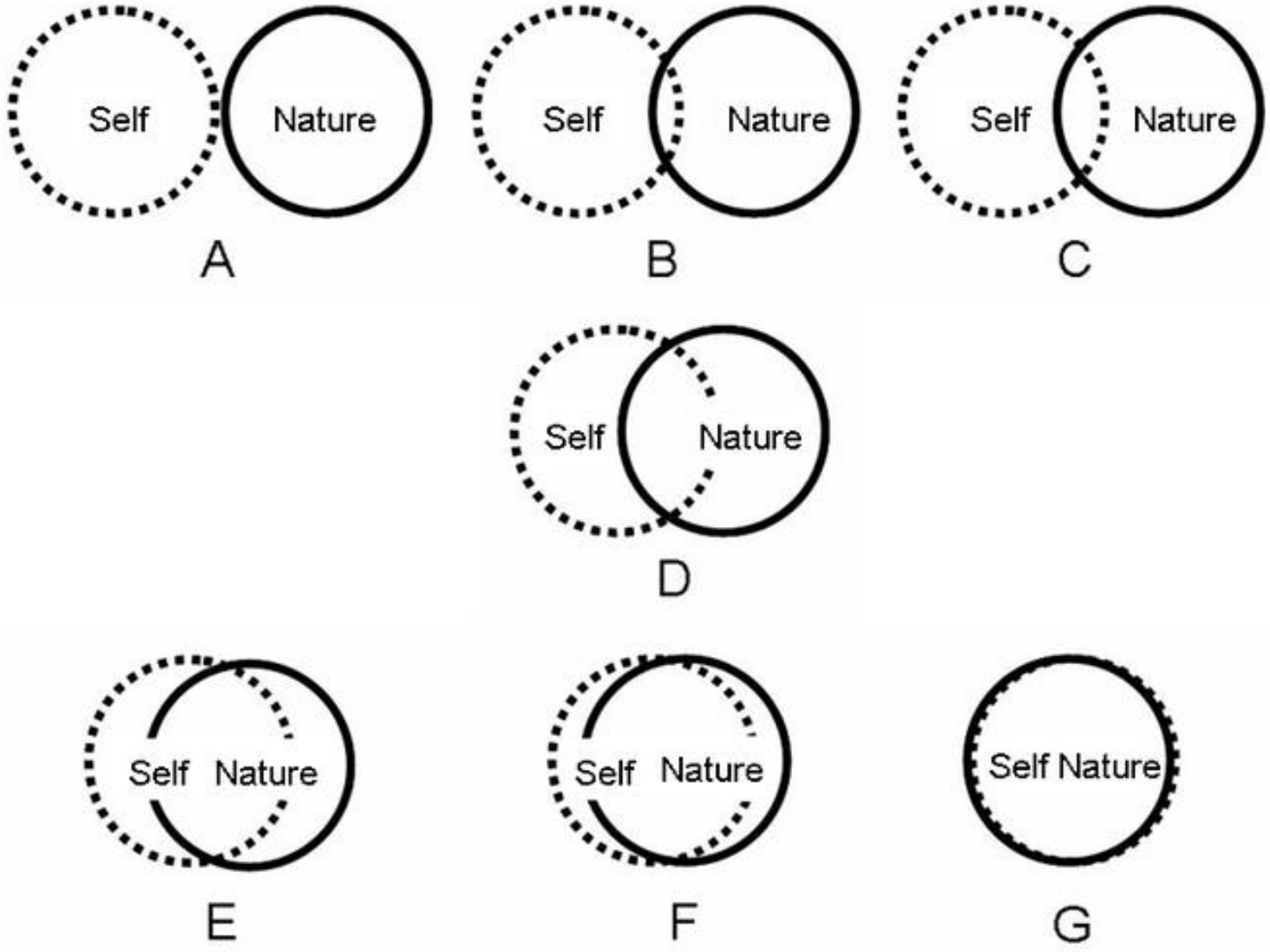

Self
Nature
A
Self
Nature
B
Self
Nature
C
Self
Nature
D
Self
Nature
E
Self
Nature
F
Self Nature
G

Interconnectedness

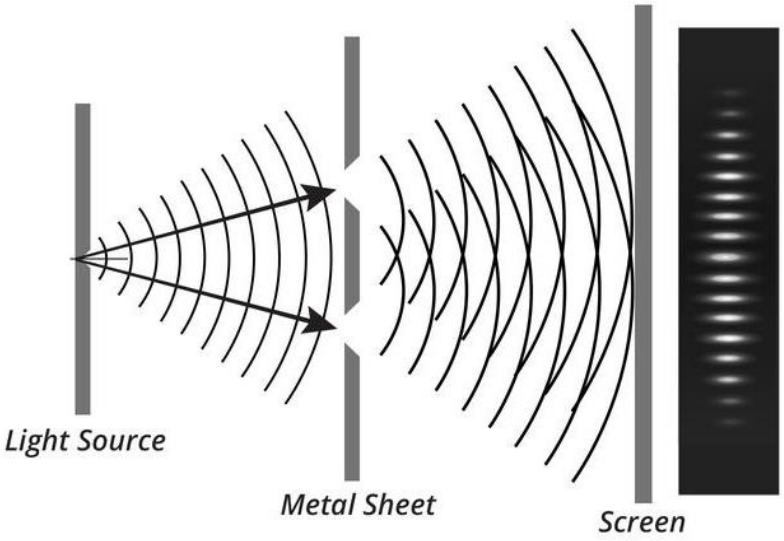
- **Inter· connected· ness**
- **Inter**
  - **Between/inside**
- **Connected**
  - **Joined together**
- **Ness**
  - **State**

In Interaction

316 *Marilyn Schlitz et al.*

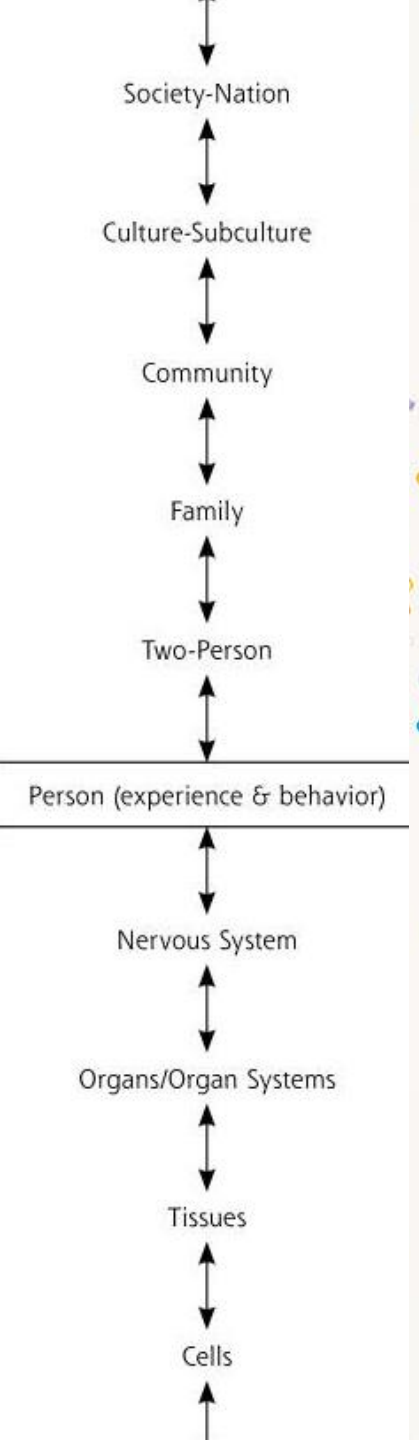
	MS sender	RW sender
MS greeter	A	B
RW greeter	C	D

Figure 1. Study design.



http://www.richardwiseman.com/resources/twominds.pdf

https://onlinelibrary.wiley.com/doi/pdf/10.1111/j.1467-9744.2006.00788.x



Relatedness

Autonomy

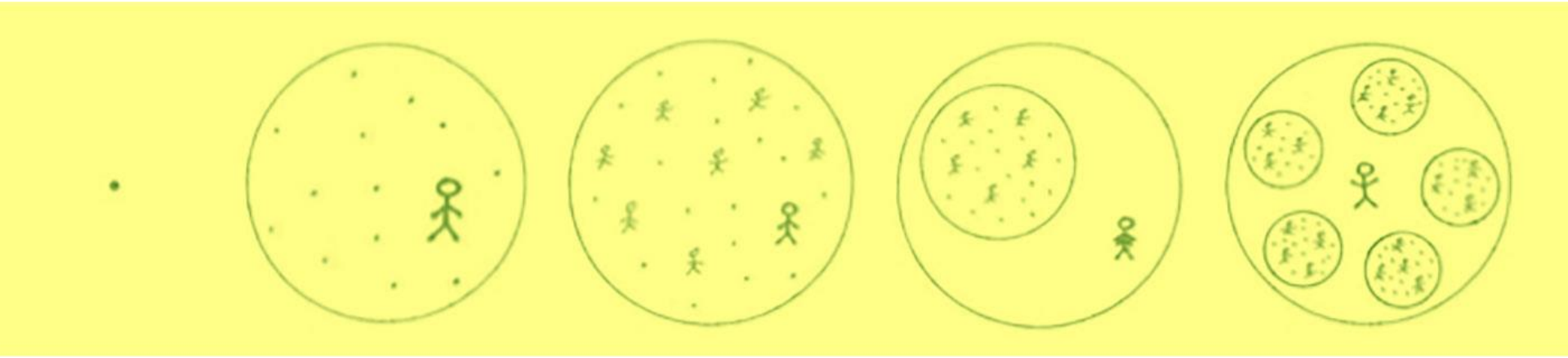
Competence

Underlying Structure of Meaning-Making

Single Point

Across Categories

System of Systems



Categories

Systemic

Lack of Connection

worse for health than smoking, high blood pressure or obesity

higher inflammation at the cellular level

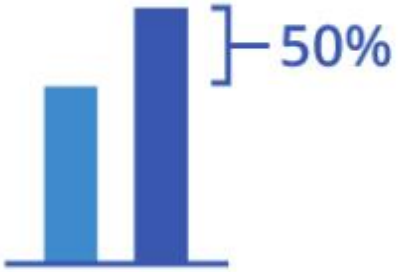
higher susceptibility to anxiety and depression

slower recovery from disease

increased antisocial behavior and violence

suicide

In Connection



50% increased chance of longevity

stronger gene expression for immunity (research by Steve Cole, UCLA)

lower rates of **anxiety** and **depression**

higher **self-esteem** and **empathy**

better **emotion regulation skills**

Social connection creates a **positive feedback loop** of **social, emotional,** and **physical well being.**

Path to Inclusion

- **Integration is key**
- **Pay attention to language**
- **Provide direct rather than abstract experiences**
- **Provide interactive rather than passive information**
- **Provide a community – in person, online**
- **Allow expression of doubts, fears, uncertainties**
- **Frequent reminders – of membership, efficacy, and values**

Wiring in a 24/7 World

Part 1.
The Impact of my Behavior

- You will find in your worksheet a number of statements describing specific behaviors
- Find at least two that you at times engage in
- Consider the impact of the specific behaviors on:
  - You
  - The other person
  - The team
  - The organization

Part 2. Gaining Awareness

- **What does 'connectedness' mean for me?**

- **Taking into the result/ impact of my behaviors at times, how can I better:**

  - cultivate it
    - Attitudes – how can I evolve my thinking?
  - communicate it
    - Cognitive – what do I say?
    - Affective – how do I feel?
    - Behavioral – how do I behave?

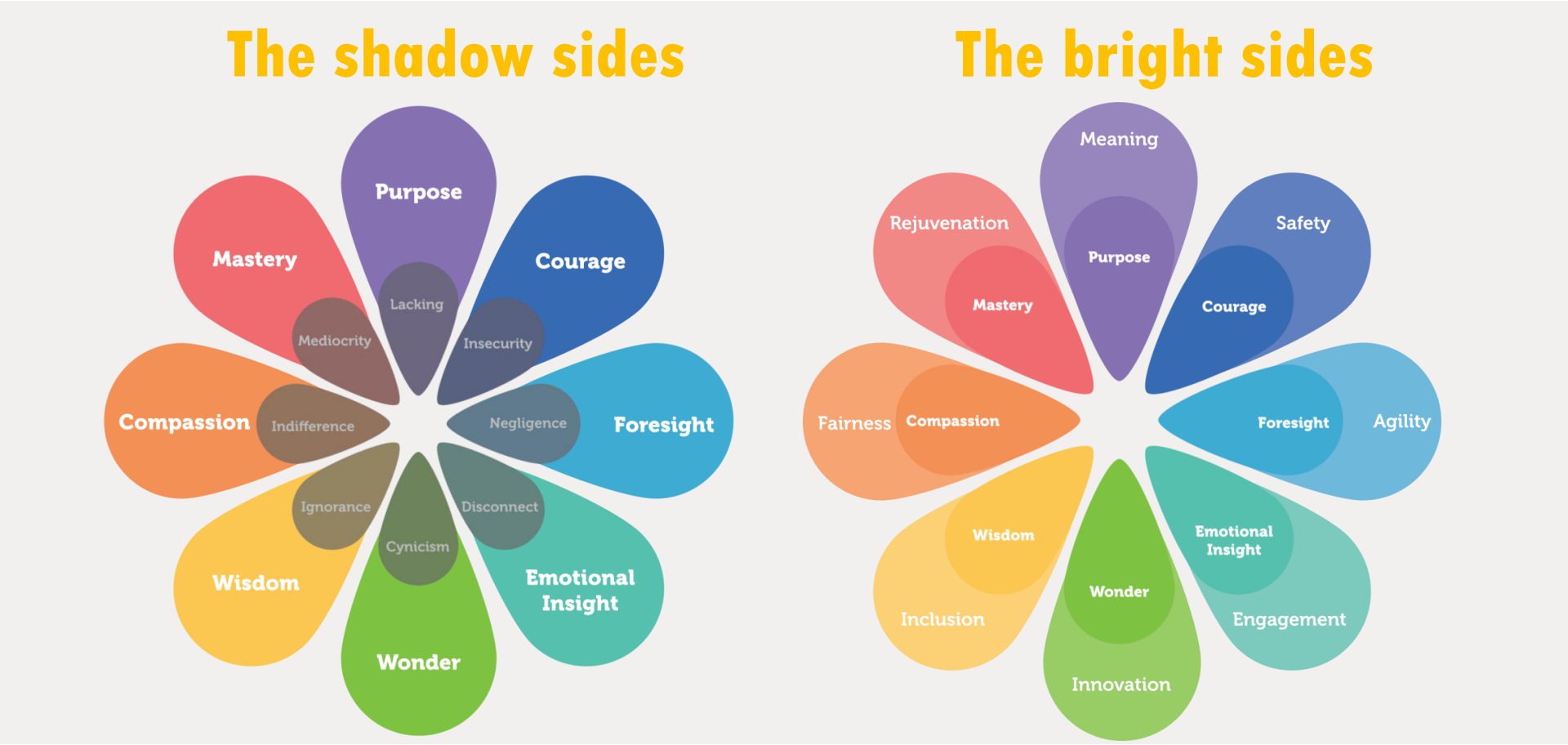
Part 3. Sharing Reflections

- **Find a pair to cross share for 10 minutes**
- **Any reflections to share with the broader group?**

Which attributes
support mindset shift?

Core Attributes of Human Centered Leadership

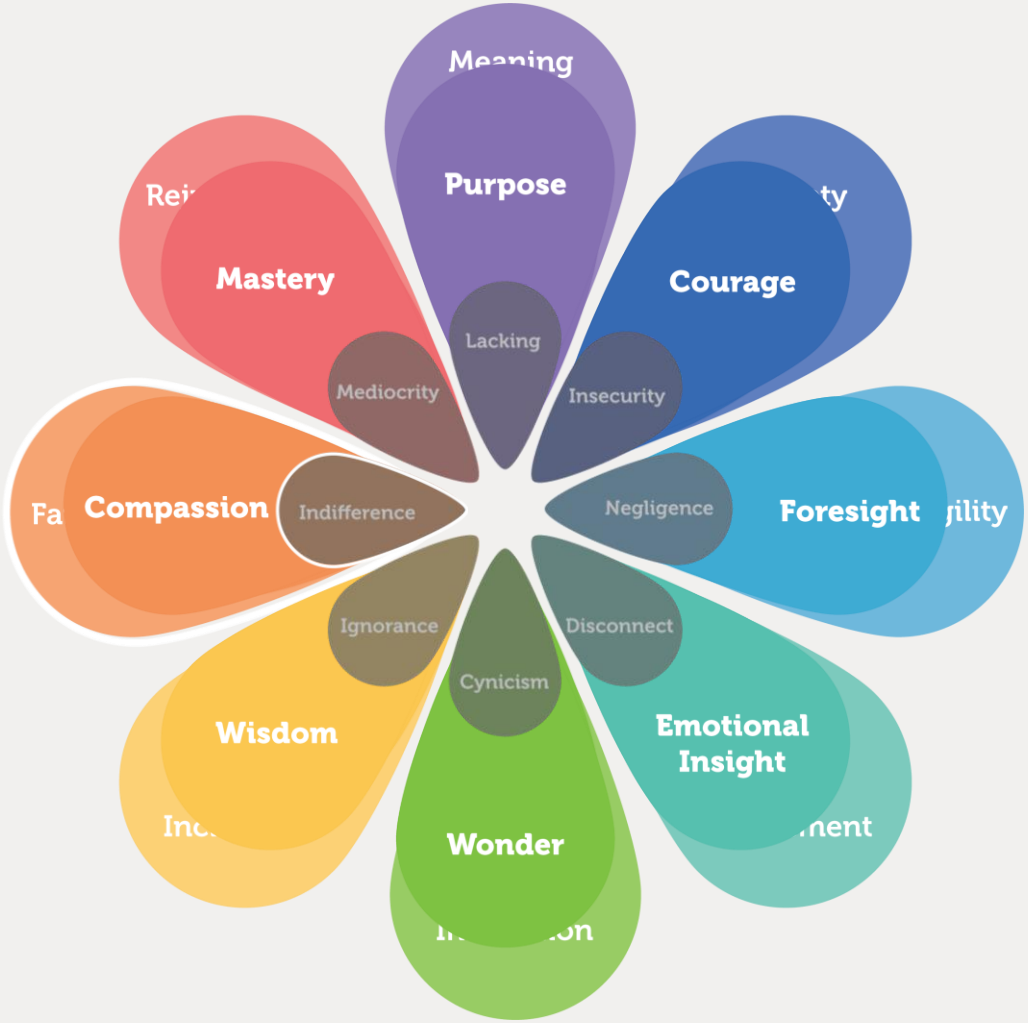
Core Attributes of Human Centered Leadership



10 Minute Break

HCL in Action

Example – Compassion



Compassion

“

Be kind, for everyone you meet is there a fighting battle.

Plato

Compassion Defined

Main Findings

A View From Science

A **compassionate** self holds three facets:

- A sensitivity to the pain or suffering of another, coupled with the deep desire to alleviate that suffering
- Beyond motivation, an active pursuit of alleviating distress for others and in systems
- The ability to coordinate and catalyze action across many to respond to suffering

(Goetz et al. 2010, Kanov et al. 2004)

A View From the Art of Leading

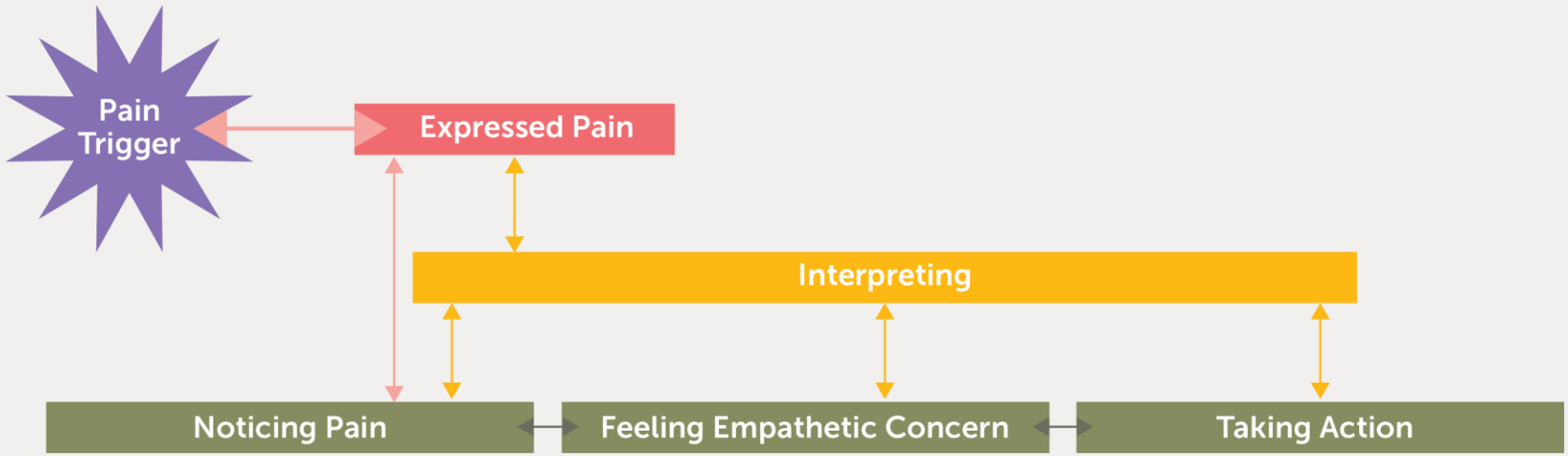
A **compassionate** self holds :

- A willingness to share a possibly painful experience with equanimity or stability
- An ability to tend the other while in pain
- A desire to alleviate the confusion, distress, loss, grief no matter their source, even if that source is oneself or actions that one must take as a leader

Compassion is built on top of many attributes because it requires us to care for not only our own self-interest but also the interest of another despite the circumstances and as a result, it is the only true way to mastery of our deep inner humanity

An Elaborate Process

Main Findings



Source: Figure adapted from Dutton, Workman, & Hardin, Compassion at Work (2014)
Source: Annual Review of Organizational Psychology & Organizational Behavior, 1: 277-304

Stress

"Our goal isn't a life without stress. The idea is to have the right amount of stress."

Robert M. Sapolsky, Neurobiologist
Stanford University

Difference

Main Findings

Good stress

- Gives us a competitive edge in activities where performance is important
- Creates a state of ‘flow’, the experience of complete absorption in the present moment
- In just the right amount, it enhances our cognitive ability and performance

Bad stress

- Stimulates the “flight or fight” response
- Leads to chronic elevation of stressor hormone which long-term lead to serious health consequences
- Puts us in state of fear and control
- Hurts trust building

In Impact

Main Findings

Performance

- Biases decision-making and affecting ability to respond appropriately
- Weakens cognitive skills and performance
- Impacts negatively disease trajectories
- 51% reports increase in mistakes

Loyalty

- Low levels of job satisfaction leading to low level of organizational commitment
- Employee commitment predicts job performance quality
- 60% believe that decreased job satisfaction leads to unethical decision making

Right balance

The Results Continuum

Super Performance	Normal	Survival Struggle
Reduced heart rate Lower blood pressure Relaxed Muscles Increased brain oxygen	**Physical Characteristics**	Increased heart rate Increased blood sugar Blood to peripherals Rapid breathing
Creativity Low stress Receptivity Learning	**Effects**	Poor communication High stress Aggression Poor focus / retention

Compassionate Presence

Main Findings

These two forms of presence expressed together predict people's satisfaction with the interaction, trust, perceived support, and reduced anxiety

- Discussion of issues
- Exploration of possible futures
- Explanation of options
- Questions and answers to build shared understanding

Cognitive Reassurance

- Listening actively and reflecting what you hear
- Acknowledging the other person's feelings and experiences
- Expression of concern and care

Emotional Reassurance

Source: Pincus et al., 2013

A Culture of Care and Compassionate Love

- Teamwork
- Job satisfaction
- Commitment to the organization & its mission
- Personal accountability for work performance
- Patient satisfaction
- Client satisfaction

- Absenteeism
- Burnout
- Safety issues

Source:
Manage Your Emotion Culture. Barsade & O'Neill (2016)

Inside of Us

Fusion Meditative Exercise

You will find a sticky on your table

Think of one statement your inner critique often brings up with you that impacts the way you see yourself in the world

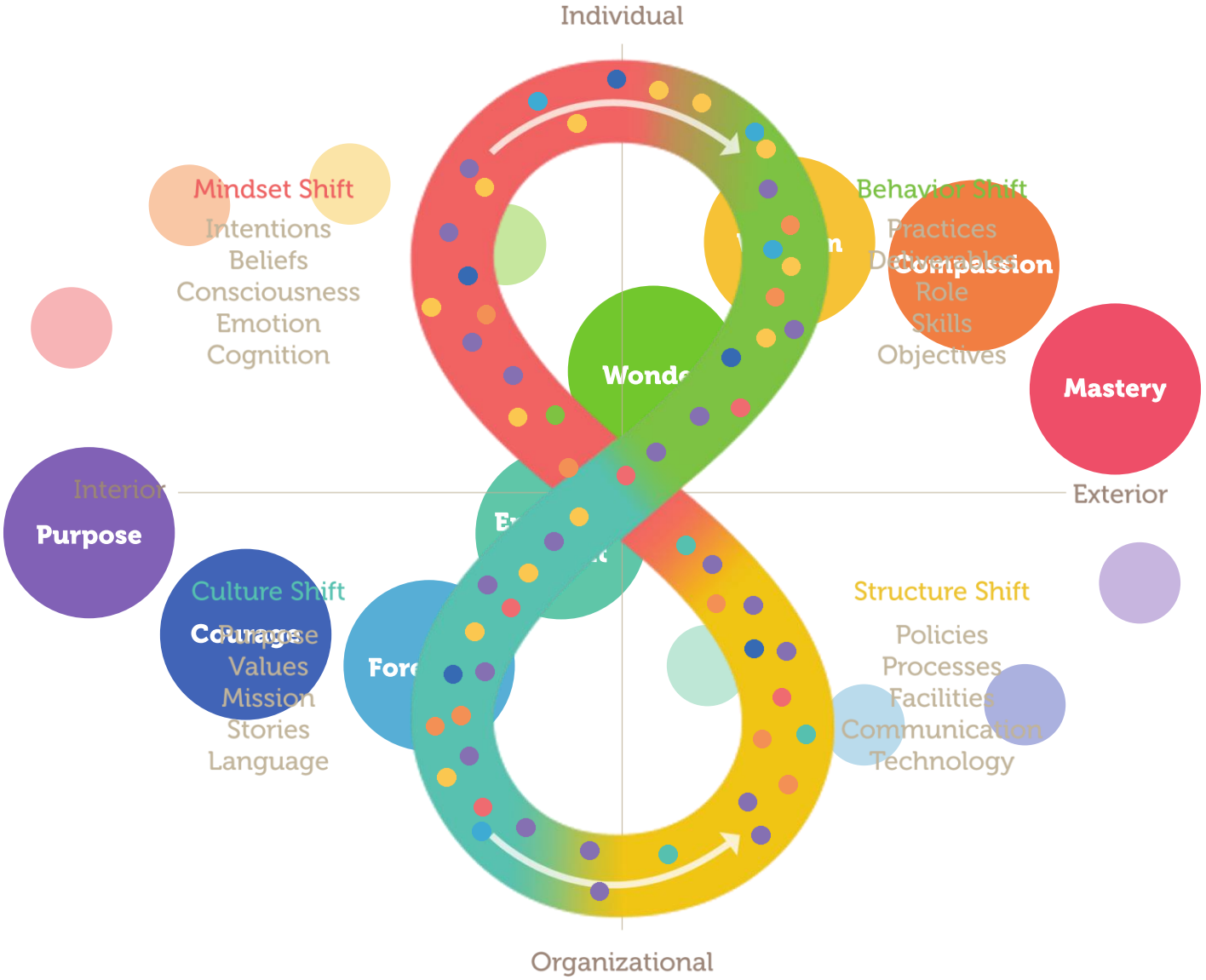
For example:

- **“No matter how hard I work, I am unseen”**
- **“I am alone; therefore, I am unsafe”**
- **“I am unloved”**

Write it on the sticky, then close your eyes….

You Are the Change...

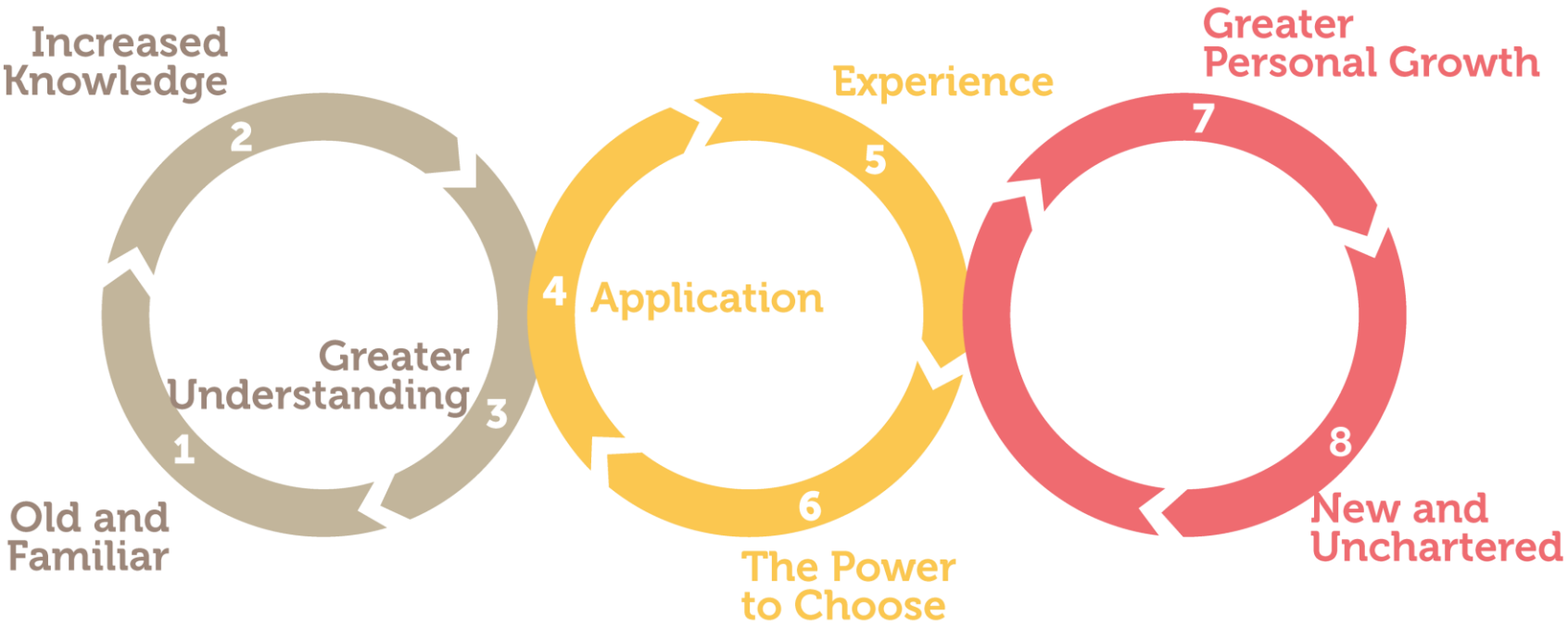
Culture Shift



Pathway to Resilience & Growth

It’s a Journey

Knowledge + Application = Personal Power



Tool: We, Future Leaders

BEING

The way we show up

- Who are we?
- What's our leadership purpose?
- How do we show up?
- How do we remain connected to our values?

A shared way of being

- What's our shared vision?
- How clear are employees on their mission and purpose?
- Which stories do we tell?
- How do we continue to grow, even in midst of challenge?

RELATING

Trusting relationships

- How do we develop trust?
- How do we enable connection?
- How do we support each other?
- Are we actively cultivating a culture of care?

Intentional inclusion

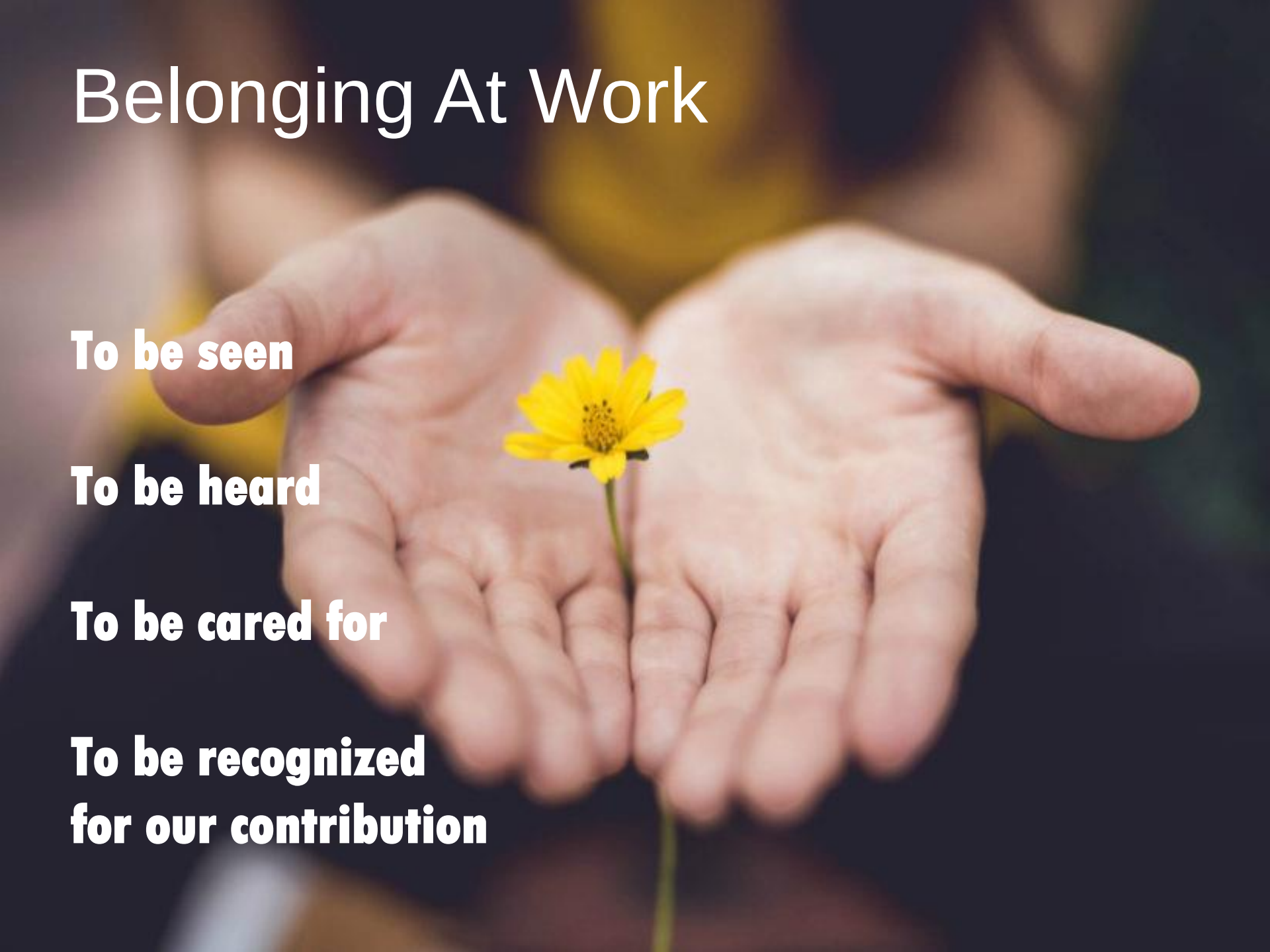
- Do we have a variety of roles?
- Do we offer space for people to remain authentic?
- How do we support learning?
- Are we embracing challenges with zest?

DOING

Social architecture

- How are our teams structured?
- How does information flow?
- How do groups come together to solve problems?
- Are we conscious of using our routines wisely?

Belonging At Work



To be seen

To be heard

To be cared for

To be recognized
for our contribution

Thank You!

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